

# **Board of Directors Meeting**



**August 20, 2021**

**10:00 a.m. – 3:00 p.m.**

**VIA ZOOM**

# AGENDA

**Florida Redevelopment Association  
Board of Directors Meeting**

***Saturday, August 20, 2021  
10:00 a.m. – 3:00 p.m.  
ZOOM***

**AGENDA**

**Roll Call/Call to Order:      President Toni Shamplain**

Agenda Acceptance  
Adoption of Minutes

**I.      Finance                      Ken Thomas**

Discussion:              June 30 Financials  
Proposed FY 2021-22 Annual  
Budget  
Attachments:              6/30/21 Financials, 2020-21 Annual  
Budget, Proposed 2021-22 Annual  
Budget  
Action:                      Approval of 2021-22 Annual Budget  
& Financials

**II.      Conference                  Jeff Burton**

Discussion:              2021 Annual Conference  
Attachments:              Proposed 2021 Conference Budget  
Action:                      Approve 2021 Conference Budget

**III.      Awards                      Amber Hughes**

Discussion:              Program & Winners  
Attachments:              Reports/Draft Budget  
Action:                      Approve Budget

**IV.      Nominations                  Ken Thomas**

Discussion:              Recommendations by Committee  
Attachments:              All submitted forms/bios  
Action:                      Appointment of New Board  
Members/ Treasurer

**Agenda**  
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**V. Membership Michele Hylton Terry**

Discussion: New Member Solicitation  
Attachment: New members Report 8/14/2021  
Action: Pleasure of the Board

**VI. Academy Mari Rains, IOG/UCF**

Discussion: Update on Completed Work under Contract  
Attachment: Committee Report  
Action: Pleasure of the Board

**VII. PR and Marketing Amber Hughes**

Discussion: Conference Promotion/On-site Conference Duties  
Attachments: Reports, Proposal for services, EBLAST Sample, 2021 Contract  
Action: Approve Contract

**VIII. Legal/Legislative Amber Hughes**

Discussion: 2021-22 Service Contracts  
Attachments: 2021-22 Peebles, Smith & Matthews, 2021-22 Cliff Shepard Contract, 2021-22 FLC Service Agreement  
Action: Approve All Service Contracts

**IX. Other Business**

***Adjourn and next meeting date is in Fort Myers on Tuesday, October 26 at 3:00 p.m.***



# MINUTES

# **FLORIDA REDEVELOPMENT ASSOCIATION**

## **Board of Directors Meeting**

**May 21, 2021**

### **CALL TO ORDER**

The Board of Directors of the FRA met at 12:30 p.m. May 21, 2021 in person. President Toni Shamplain called the meeting to order and the roll was called. A quorum was present.

### **ROLL CALL**

Toni Shamplain, Panama City CRA

Gail Hamilton, Zephyrhills CRA

Jeff Burton, Palmetto CRA

Ken Thomas, City of Leesburg

The Honorable Peter Altman, City of New Port Richey

The Honorable Hazelle Rogers, City of Lauderdale Lakes (ZOOM)

Lynn Dehlinger, RMA

Kyle Dudgeon, City of Winter Park, CRA

Bob Ironsmith, City of Dunedin (ZOOM)

Renee Jadusingh, Delray Beach CRA (ZOOM)

Evan Johnson, Pinellas County

John Jones, S&ME

Kelley Klepper, Kimley-Horn (ZOOM)

Elizee Michel, Westgate Belvedere Homes CRA

Jessica Newman, City of Wauchula, CRA

Mike Simon, City of Boynton Beach, CRA

Michele Hylton-Terry, Fort Myers CRA

Brenda Thrower, Ybor City Development Corp.

### **Guests:**

Ryan Matthews, Peebles Smith & Matthews

### **Staff:**

Amber Hughes, Executive Director

Jan Newton, Executive Assistant

### **AGENDA and MINUTES**

President Shamplain welcomed everyone and thanked them for attending. A motion was made and seconded to approve the agenda and the minutes. The motion was adopted without dissent.

## **FRA Board Meeting Minutes**

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**May 21, 2021**

### **TREASURER'S REPORT**

Under the Treasurer's report, Ken Thomas reviewed the budget reports included in the board book. A motion was made to accept the financial statements as presented. The motion was adopted without dissent. Amber discussed the current recommendation for reserves. She indicated that the majority of FRA expenses are Program Activities and Staff recommends reverting the reserve fund balance requirement in the FRA By-laws from twelve (12) to six (6) months. A motion was made to change the Bylaws to six months reserves. The motion was adopted without dissent.

### **CONFERENCE REPORT**

Jeff gave a report on the conference to date. He provided the Board with a draft program. Michele reported on the tours scheduled the first day of the conference. Jeff was seeking assistance from the Board with suggestions for keynote speakers. No motion was needed.

### **ACADEMY COMMITTEE REPORT**

Elizee lead the discussion regarding the Academy report. He went over the status report from Mari Rains, IOG/UCF on the update to the Housing Module. There was more discussion about designating the CRA Board Training as a module as well, having only 2 courses to take. A motion was made to send the current request for a new module back to the Committee to research expenses. The motion passed without dissent.

### **AWARDS COMMITTEE REPORT**

Amber gave the report for the number of awards we received. The number was 86. There was discussion of the Awards & Graduation dinner at conference. A request was made for ideas. Staff will develop a budget and present it to the full board at the August meeting. No motion was needed.

### **LEGISLATIVE REPORT**

Ryan Matthews what happened during the 2021 Legislative Session. President Shamplain requested a 1-page overview to be placed on the website for reference. No motion was needed.

### **NOMINATIONS**

The Nominations Committee gave their recommendation of Mayor Daniel Henkle, City of Niceville. There was further discussion on the need for a long-range strategy to achieve more diversity on the Board. A motion was made to accept the committee's recommendation of Mayor Henkle to the Board of Directors. The motion passed without dissent.

### **MEMBERSHIP**

Michele gave the membership report. The materials in the board book included a new member report from October 1 to May 21. Also included was a 2021 committee list, list of committee definitions and a report of Board Members by Region. No motion was needed.

**FRA Board Meeting Minutes**

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**May 21, 2021**

**ADJOURNMENT**

President Shamplain thanked everyone for a great meeting. There being no other business, the meeting was adjourned at 2:10 p.m.

Respectfully submitted,

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Amber Hughes, Executive Director

I certify that these minutes were approved at an official meeting held on August 20, 2021.

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Toni Shamplain, President

# **ASSOCIATION GOVERNING DOCUMENTS**

**FLORIDA REDEVELOPMENT ASSOCIATION**  
**BYLAWS**  
*Amended on 5/21/21 by BOD*  
*(Includes Approved changes by FRA General Council, Cliff Shepard)*

**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.     **Individual Member.** 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 the Treasurer 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 the Treasurer and At-Large Directors will be conducted 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 Treasurer shall be elected for a one-year term at the annual Membership Meeting to serve until a successor is elected. In order to provide continuity of leadership, following a term as Treasurer, the Treasurer shall automatically a term as President-Elect, followed by a as President, and a term as Past President. The individual nominated as Treasurer must be a current member 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. An appointed Officer shall proceed through the normal succession as described in Section 2 of this Article following the remaining portion of the appointive term. In the case of a vacancy in either the President or President-Elect position, in lieu of appointing an eligible board member to a vacancy, the Board may elect to have the Officer next in line for the vacant position immediately assume the remaining portion of the vacant term, then proceed to the next Office the following year. The vacancy created by this accelerated succession may be filled as otherwise provided by this Section.

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 of an At-Large Director shall be four years from the date elected as an At-Large Director. After completing or voluntarily resigning from an elected term, a member may not be re- elected as an At-Large Director until after a minimum of one year not serving on the Board of Directors, including service as an Officer. An At-Large Director shall be considered to have voluntarily resigned from their term as At-Large Director upon being elected or appointed as an Officer. This restriction on re-election shall be effective for all At-Large Directors elected after the 2025 election at the annual Membership Meeting. This restriction shall not apply to appointed At-Large Directors, who may immediately run for election after completing their appointed term.

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.

**Section 3. 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 for the remaining portion of the vacant. 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 total number of Officers, At-Large Directors, and Elected Official 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.

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.

**Section 11. Resetting Staggered Elections.** All those elected to be At-Large Directors beginning with the 2021 election through the 2024 election shall have their terms expire on the date of the 2025 election. A new slate of 14 At-Large Directors shall be elected in the 2025 election to following terms:

1. The four candidates receiving the most votes shall be elected to four-year terms.
2. The candidates receiving the next three highest vote totals shall be elected to three-year terms.
3. The candidates receiving the next four highest vote totals shall be elected to two-year terms.
4. The candidates receiving the next three highest vote totals shall be elected to one-year terms.

In the event of a tie, candidates shall draw lots to determine who shall be elected as At-Large Directors or who will serve the longer term, as applicable.

Following this 2025 election, At-Large Directors shall be elected to four-year terms under the standard procedures otherwise provided in these Bylaws. This Section shall be automatically removed from these Bylaws following the regular election held in 2029.

## **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 term of office of committee chairs and committee members shall be one year, commencing with appointment and terminating at the end of the next annual Membership Meeting or electronic polling, as applicable. 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 At-Large Directors and a proposed Treasurer. 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 At-Large Directors and the proposed Treasurer, 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 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. *(Changed twelve months to six months operating costs. Amended by the Board on May 21, 2021.)*

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.

## **ARTICLE IX – TEMPORARY EXTENSION OF TERMS**

Notwithstanding any other provision of these Bylaws, including any term limits, all Officers, At-Large Directors and Elected Official Directors whose term would expire in the 2020 calendar year shall have their term extended for an additional year. This extended term shall operate in the same manner as if the term had originally been scheduled to expire in the 2021 calendar year. The additional year shall count against any applicable term limits.

This Article shall automatically expire and be removed from the Bylaws on January 1, 2022.

**SECTION 5. REMAINING BYLAWS RATIFIED.** All other parts of the Bylaws not inconsistent herewith are hereby ratified and confirmed.

I, the undersigned Executive Director of the Corporation, hereby certify that this Amendment to the Bylaws of Florida Redevelopment Association, Inc. was duly adopted by the Board of Directors of Florida Redevelopment Association, Inc. by the vote of two-thirds of the members present at a meeting thereof duly held on May 21, 2021.

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Amber Hughes, Executive Director

## ARTICLES OF INCORPORATION OF FLORIDA REDEVELOPMENT ASSOCIATION

Pursuant to the provisions of Chapter 618, Florida Statutes, the undersigned corporation hereby executes the following restated Articles of Incorporation for the purpose of restating its Articles of Incorporation, as amended, in a single instrument:

### ARTICLE I NAME

The name of the corporation shall be FLORIDA REDEVELOPMENT ASSOCIATION, INC.

### ARTICLE II PRINCIPAL OFFICE

The corporation shall have its principal place of business as designated by its Board of Directors from time to time.

### ARTICLE III PURPOSE

The purpose of this Association shall be to promote the improvement of downtown and certain other urban areas through redevelopment and development activities as provided under Florida Statutes; provide a forum for networking among the membership including formal training programs of technical assistance through the peer to peer program and career development through high quality conventions, seminars, newsletters and the information bank; be an advocate for its membership providing leadership in the development of important legislation, pursue new methods of funding, monitor legal issues and litigation's; provide litigation support as required to protect the interest of the association; and pursue liaisons with organizations sharing common objectives.

### ARTICLE IV TERM

This corporation is to exist perpetually.

### ARTICLE V POWERS

The corporation shall have the following powers and such powers shall likewise be deemed purposes only if and so long as said powers set forth in Article III, and that the following enumeration of specific powers of the corporation shall not be held to limit or restrict in any manner the powers and purposes of the corporation as set forth herein, the powers granted to the corporation by Chapters 607 and 617 and other statutory, regulatory and case decisional law of the State of Florida and the United States of America.

- (a) Have succession by its corporate name to remain in perpetuity;
- (b) Sue and be sued and appear and defend in all actions and proceedings in its corporate name to the extent as a natural person;
- (c) Adopt and use a common corporate seal and alter the same, provided, however, that such seal shall always contain the words "Corporation Not for Profit", or such similar language;
- (d) Elect or appoint such directors, officers, employees, attorneys and agents as the corporate affairs shall require;
- (e) Adopt, change, amend and repeal Bylaws not inconsistent with law or its Articles of Incorporation, for the administration of the affairs of the corporation and the exercise of its corporate powers;

(f) Increase or decrease as the Bylaws may direct, the number of its directors so that the number shall not be less than five (5); but may be any number in excess thereof;

(g) Make contracts and incur liabilities, borrow money at such rates of interest as the corporation may determine, issue its notes, bonds and other obligations, and secure any of its obligations by mortgage and pledge of any or all of its property, franchises or income;

(h) Purchase, take, receive, lease, take by gift, devise or bequest, or otherwise acquire, own, hold, improve, use or otherwise deal in and with real or personal property or any interest therein, wherever situated;

(i) Acquire, enjoy, utilize and dispose of patents, copyrights and trademarks and any licenses and other rights or interest thereunder or therein;

(j) Sell, convey, mortgage, pledge, lease, exchange, transfer or otherwise dispose of all or any part of its property, both real and personal, and assets;

(k) Make donations for the public welfare or for charitable, scientific, educational or other similar purposes; and,

(l) To do any and all other acts and things to the same extent as natural persons lawfully might or could do in any part of the world, insofar as such acts are permitted to be done by a corporation organized not for profit under the statutory, regulatory and case decisional law of the State of Florida in accordance with, and in order to effectuate the purposes of this corporation as set forth in Article III hereof, and in general to carry on any other business in connection therewith, not being forbidden by the statutory, regulatory or case decisional law of the State of Florida and with all the powers conferred upon a corporation organized not for profit by the statutory, regulatory and case decisional law of the State of Florida.

#### ARTICLE VI MEMBERSHIP

Any individual or organization who subscribes to the purposes of the corporation as set forth in Article III hereof may be admitted to membership in the corporation in accordance with the provisions of the Bylaws of the corporation.

The Board of Directors of the corporation shall provide in the Bylaws of the corporation for the manner of admission to membership in the corporation by classes or otherwise; the establishment, setting and fixing of membership dues or fees, special and/or regular, by classes or otherwise; the establishment of voting rights of members of the corporation by classes or otherwise, the expulsion, discontinuance and/or cessation of membership in the corporation in accordance with the statutory, regulatory and case decisional law of the State of Florida, and specifically Chapter 617, Florida Statutes, 1979, as amended, or as hereinafter amended, modified or reenacted.

The private property of a member of the corporation shall not be subject to the payment of corporate debts, except to the extent of any unpaid membership fees or dues, special or general, by classes or otherwise. No officer, director or member shall have any vested right, interest or privilege of, in or to the functions, affairs or franchises of the corporation or any rights, interests or privileges which may be transferable or inheritable, while he is not in good standing, for any reason as provided for in the Bylaws of the corporation.

#### ARTICLE VII MANAGEMENT

The management, conduct and control of the affairs, property and business of the corporation shall be vested in a Board of Directors which shall not be less than five (5) in number, and the number serving from time to time shall be as set forth in the Bylaws of the corporation.

The officers of the corporation shall serve as directors during their term of office, and the Immediate Past President shall also serve as a director. The Board may appoint one director to serve as liaison with the Florida League of Cities.

All At-Large Directors, as defined in the Bylaws of the corporation, shall be elected by a majority of the voting members of the corporation present at the annual members' meeting, or any adjournment thereof, to serve for a period of one year, or until their respective successors are duly elected. Vacancies occurring during the year may be temporarily filled by the Board until the next annual members' meeting.

All directors, whether elected or appointed, shall be members of the corporation in good standing on the date of their election or appointment and entitled to vote equally on all matters brought before the Board.

The Board of Directors may appoint an Executive Committee from its membership as provided for in the Bylaws of the corporation, and such committee shall have and may exercise the powers of the Board of Directors. The Board of Directors may also, in the Bylaws of the corporation or by resolution, designate and establish such committees or subcommittees as are necessary or convenient, and such committees may exercise such specific powers of the Board as may be directed.

#### ARTICLE VIII OFFICERS

The officers of the corporation shall be a President, Vice President and Secretary/Treasurer, all of whom shall be elected by the members each year at the annual meeting of the corporation and shall serve until their successors are duly elected and qualified in the manner set forth in the Bylaws of the corporation. The Board of Directors may provide for such additional officers in the manner set forth in the Bylaws of the corporation. The officers shall faithfully discharge the duties as shall be stated and set forth in the Bylaws of the corporation. Vacancies may be filled by the Board of Directors in accordance with the provisions of the Bylaws of the corporation.

#### ARTICLE IX BYLAWS

The Bylaws of the corporation shall be made, altered, amended or rescinded by a two-thirds (2/3) vote of the Board of Directors present in person at any regular or special meeting or at any adjournment thereof; provided, however, that a majority of the total membership eligible to vote at any meeting of the membership may adopt, amend, or repeal the Bylaws of the corporation.

#### ARTICLE X AMENDMENTS

The Articles of Incorporation of the corporation may be amended by a vote of two-thirds (2/3) of the membership present and voting at any regular or special meeting or any adjournment thereof; provided, however, that notice of such proposed amendment shall be given to each member of the corporation by such means as provided in the Bylaws at the member's last known address at least thirty (30) days before said meeting.

#### ARTICLE XI DISSOLUTION-LIMITATION ON DISTRIBUTION

This corporation is not organized nor shall it be operated for pecuniary gain or profit and it does not contemplate the distribution of gains, profits or dividends to the members thereof or to any private shareholder or individual. The property, assets, profits and net income of this corporation are irrevocably dedicated to charitable purposes and no part of the property, assets, profits or net income of this corporation shall ever inure to the benefit of any director, officer or member thereof or to the benefit of any private shareholder or individual.

In the event of dissolution, the residual assets of the organization will be turned over to the Florida League of Cities, Inc., a Florida non-profit corporation which is an exempt wholly owned instrumentality of its member municipalities, as described in Section 401 of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law, or to the Federal, State, or local government for exclusive public purpose.

Notwithstanding any other provision of these Articles, this corporation will not carry on any other activities not permitted to be carried on by (a) a corporation exempt from Federal income tax under 501(c)(6) of the Internal Revenue Code of 1954 or the corresponding provision of any future United States Internal Revenue law or (b) a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 or any other corresponding provision of any future United States Internal Revenue law.

These restated Articles of Incorporation correctly set forth the Articles of Incorporation of this corporation as heretofore amended and supersede the original Articles of Incorporation and all amendments thereto.

ORIGINALLY DATED: October 24th, 1980 (As amended by Active Membership June 21, 1985)

# FLORIDA REDEVELOPMENT ASSOCIATION

## ADMINISTRATIVE POLICIES

These policies incorporate general policies either officially passed by the Board, or current practices. They supplement the bylaws and articles of incorporation, as officially adopted by the Board or membership, as applicable.

BY SUBJECT AREA (*alphabetical order*)

Approval of Policy Statements/Amendments  
Annual Budget  
Authorization to Enter into Contracts/Agreements  
Board Membership  
Business Plan  
Code of Ethics  
Media Policy  
Conference Budget  
Conference Registration  
Financial Investments  
Financial Reserves  
Honorary Life Membership  
Legislative Committee  
Mailing List  
Newsletters  
Professional Development  
Regional Representatives  
Reimbursement Policy  
Sponsorships

### **Approval of Policy Statements/Amendments**

This statement of policy shall be reviewed by the FRA Board of Directors and approved by a majority vote. Future amendments to the policy statement may be accomplished by following the same approval process as the original statement. (7-02)

### **Annual Budget**

The FRA Treasurer will present, prepared and coordinated by the FLC, an annual budget in August of each year for Board approval prior to the fiscal year. The FLC will provide a monthly income and expense report to the Treasurer. The Treasurer will be available for a quarterly meeting with the FLC on such matters. The FRA Treasurer will present, prepared and coordinated by the FLC, an annual budget (in August of each year) and conference budget (in January of each year) for Board approval. The FLC will

provide a quarterly income and expense report to the Treasurer, and the Treasurer will be available for a quarterly meeting with the FLC on such matters. (7-02)

### **Authorization to Enter into Contracts/Agreements**

No committee or individual shall be vested with power to enter into any agreement or contract to obligate this corporation, or create any financial liabilities for the corporation, except upon the authority of the Board of Directors. (7-02)

### **Code of Ethics**

The Florida Redevelopment Association is a professional organization dedicated to quality redevelopment in the state of Florida, and to providing training and individual development for professionals engaged in redevelopment administration. To further these goals, we the members of the Florida Redevelopment Association are enjoined to adhere to legal, moral, and professional standards of conduct in the fulfillment of our professional responsibilities, as set forth in this Code of Ethics. We shall conduct ourselves with integrity in all working relationships with public officials, staff, and the citizens whom we serve. We shall not condone or knowingly present any false or misleading information or omit any information that is essential to making an informed decision. We shall abide by all applicable laws and regulations of the State of Florida and those of our individual local jurisdictions. We shall not be involved with, or by our actions condone, any illegal activity. We shall conduct ourselves objectively and not seek or accept personal gain that could influence the conduct of our official duties. We shall not use public resources for personal gain. We shall not reveal or improperly use confidential information. We shall accurately represent our professional qualifications, education, and affiliations.

### **Media Policy**

The Florida Redevelopment Association supports the use of media to further its organization goals and the missions of the association.

When FRA is contacted regarding a media inquiry or interview FRA staff will determine if the request deals with a state-wide issue impacting redevelopment in Florida. If it is determined that the inquiry does have a statewide impact, the Executive Director will respond to the media request. If the Executive Director is unavailable, staff will first contact the President to determine if they will respond to the media request. If neither the Executive Director or the President is available, then staff will contact members of the Executive Committee to determine if any those members will respond to the media inquiry. (1-21)

### **Committees**

Our goal is to support committees' work and preserve the committee system. The intent is that ideas come up from committees, and are forwarded to the Executive Committee, and then the whole Board.

Committees will be organized as provided by the FRA bylaws, and each chair will let the President, staff or the Board know if they need anything to assist them in carrying out

their mission. Committees will meet regularly (at minimum of one time every two months). Each committee will appoint a vice chair who can stand in for the chair on an as needed basis.

The general mission of each committee is outlined in the business plan; however, this may vary under the direction of the President, Board or the chair. FRA staff is available to assist the chair with conference calls, agendas, emails, research, and document drafting.

Each committee chair will submit a brief quarterly written report for inclusion in the Board of Director's quarterly meeting agenda book. This report should describe at least one accomplishment of the committee since the last Board meeting, and one goal to be accomplished prior to the next board meeting and shall include appropriate backup materials.

An overall plan or list of goals for the fiscal year will be developed with the President, and a final report will be given by the committee chair (or vice-chair if the chair is excused from the meeting by the President) at the October board meeting on those goals. (10-07)

### **Board Membership**

Each person nominated for Board membership will be "sponsored" by a current member of the Board, i.e. support and introduce them.

### **Nomination Rules**

1) Nominations for open positions on the **Board of Directors** shall be sponsored by a current member of the Board of Directors.

2) All nominations for open positions on the **Board of Directors** shall be submitted to the Nominating Committee in writing no less than three (3) weeks prior to date of the Board of Directors Meeting at which an appointment is anticipated to be made.

3) When preparing recommendations, the **Nominating Committee** shall consider the following:

- a) Nominee's length of involvement in the Organization
- b) Nominee's level of participation in committees and other efforts of the Organization
- c) Nominee's knowledge of redevelopment in the State of Florida
- d) Other information as deemed relevant by the Nominating Committee

4) The **Nominating Committee** shall submit all recommendations including justification(s) based on Policy #4 to the Board of Directors no later than one (1) week prior to the date of the Board of Directors Meeting at which an appointment is



anticipated to be made.

5) Any nomination received shall be valid and is to be considered by the **Nominating Committee and the Board of Directors** for a period of one (1) year or for a term that includes four (4) consecutive regular Board Meetings after the Nomination is valid, whichever is greater. After that time, any nomination may again be resubmitted by going through the whole process again. (5-06)

### **Business Plan**

The Board will develop and maintain a detailed business plan for the association over a five- year period. (7-02)

### **(Conference) Budget**

The Board and Conference Chair shall be responsible for overseeing the revenues and expenses of the conference budget. Only the conference chair or President may authorize speaker fees or honorarium. Conference line item expenses may be spent in excess of the budget by up to 20% after approval of the President, but the total conferences expenses may not exceed 10% of budget. Budget amendments to the conference budget should be approved prior to July 1. (7-02)

## **Financial Investment Policies**

### **I. AUTHORITY**

In accordance with the Bylaws of the Florida Redevelopment Association, Inc. (the " Association" or " FRA" ), the Board of Directors (the " Board" ) shall supervise and control the affairs of the Association and shall have the power and authority to enter into contractual agreements for association and secretariat services. In accordance with the Bylaws, the Secretary-Treasurer of the Association shall oversee all the necessary financial business of the association.

Pursuant to the Services Agreement between the Association and the Florida League of Cities, Inc. (the " League" ), dated October 1, 2000, as amended, the League shall provide for the day-to-day management of the financial affairs of the Association and shall provide for proper internal controls, safekeeping, disposal of and recording of all financial assets held or controlled by the Association.

It is the Board's policy that no entity or person may engage in any investment transaction with funds held in a trust relationship by the Association, except as authorized herein or approved by the Board of Directors.

### **II. SCOPE AND PURPOSE**

All financial assets held or controlled by the League on behalf of the Association, and

not otherwise classified as restricted assets requiring separate investment direction by the Board, may be invested, especially reserve funds, under the guidelines as herein set forth. These policies and procedures herein are intended to provide sufficient latitude to effectively manage the Association's financial assets so as to maximize the return on assets within an acceptable and permitted exposure to risk. There are times when risks of specific investments may temporarily increase such that the Association may be required to operate under a more restrictive policy.

Additionally, at times, exceptions to the policy may need to be made, on a case-by-case basis, and with the approval of the Board of Directors.

### **III. DUTIES AND RESPONSIBILITIES**

It shall be the responsibility of the League to:

- 1) Provide for the investment of the financial assets of the Association as required and within appropriate levels of liquidity to meet identified current and projected obligations of the Association.
- 2) Assist the Board in the review of the Association's investment activity and performance for compliance with this policy. Advise the Board as to recommendations relative to amendments to this policy.
- 3) Immediately notify the Board in the event of any information that may have a severe or adverse effect on the association's assets.
- 4) The League shall provide to the Association's auditor such information and reports as are requested for the purpose of developing and supporting the annual financial statements of the Association, and the footnotes thereto.

### **IV. OBJECTIVES**

The foremost objective of the Association's short-term investment activity is the preservation of capital in the portfolio. The FRA investment portfolio shall be designed to attain a market rate of return throughout financial and economic cycles, taking into account, the association's investment risk constraints.

### **V. PRUDENCE AND ETHICS**

The standard of prudence to be used by the League, its staff, and such other investment advisors engaged by the League or the Association, shall be the "prudent person" and shall be applied in the context of managing monies on behalf of the association. Such persons, acting in accordance with established procedures and exercising due

diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to minimize any investment losses. The League or its investment advisors shall undertake all reasonable efforts to preclude imprudent transactions involving the funds of the Association.

## **VI. RESERVES**

The Association shall strive to maintain a minimum the equivalent amount of six months operating expenses in a combination of checking and interest bearing demand accounts, money market funds, or such other liquid instruments negotiable certificates of deposit, U.S. Treasury direct and agency obligations all having a maturity of 90 days or less, all as purchased under the dictates of this investment policy. (7-02)

It is a policy of the Board of Directors that with each budget's adoption, a commitment shall be made to place an amount equal to ten (10) percent of the annual operating revenues in a reserve account. The purpose of the reserve is to build healthy savings for the Association, to be set aside for emergency purposes only. The Board of directors shall determine such emergency, but one factor shall be an absence of operating funds to resolve whatever the emergency is at the time. The account shall be phased in over three (3) years. Investment of the reserve fund shall be in accordance with the Association's investment policy. The Board desires to increase this reserve to 25% after 2005. (7-02)

## **VII. BANK AND DEALER SELECTION**

Certificates of deposit purchased under the authority of this policy will be purchased only through qualified public depositories of the State of Florida as identified by the State Treasurer or such other qualified public depositories as may be authorized by the Board in accordance with this policy.

## **VIII. SAFEKEEPING AND CUSTODY**

All securities purchased by the League or its investment advisors on behalf of the Association under this policy shall be properly designated as assets of the Association. The League is authorized to enter into such custodial and safekeeping agreements with an institution of such size and expertise as is necessary and required to protect and secure the investment assets of the Association.

### **Honorary Life Membership**

It shall be the policy of the Board that for an individual to be eligible for consideration as an Honorary Life Member within the Association, such person shall have served a minimum of 25 years in the redevelopment field, with a minimum of 10 years in Florida; and/or have made a significant contribution to the field of redevelopment as deemed by the FRA Board of Directors.

In addition, it shall be the policy of the Board that for an individual to become an Honorary Life Member, it shall require a three-quarters affirmative vote of the Board of Directors. (7-02)

### **Mailing List Policy**

It is the policy of the Board that the sale of the FRA mailing list (hard copy labels) to members, other associations and private businesses is allowed; however, whenever possible, the FRA will distribute any information from outside sources directly to its members. However, email lists will under no circumstances be sold, and mass emails are to be used solely by the FRA staff on behalf of the membership, Board or other party upon request. All mailing lists are available for inspection in accordance with public records laws. (7-02)

### **Newsletters**

The Executive Director is authorized to produce three out of four newsletters via electronic mail, but one must be via hard copy mail. The newsletter shall be distributed quarterly to members, (7-02)

### **Professional Development**

The purpose of the FRA is to preserve and revitalize Florida's communities, and to continually improve member's professional ability and networking capacity, in support of that purpose. The strength of a redevelopment program is based on the competence of the professional(s) involved in that program. Many professions have established measurable standards of competency that:

1) identify special attributes of the profession, and 2) challenge individuals to improve their skills and abilities. The FRA Board and membership commits itself to participate actively in a thorough examination of the professional competencies needed today and in the future to:

- provide the organizational leadership to deliver quality services in a rapidly changing environment; enhance the process of redevelopment at the local level; and
- ensure effective participation of businesses, agencies and non-profits in the redevelopment system.

To fulfill this commitment, the Board will support and pursue, through staff and appropriate contracts, a continuing education or voluntary certification program for FRA members. (7-02)

## **Regional Representatives Nominations**

- 1) Nominations for a regional representative position may be made and/or sponsored by any member in good standing of the Florida Redevelopment Association.
- 2) All nominations for an open regional representative position shall be submitted to the nominating committee in writing no less than three (3) weeks prior to date of the Board of Directors meeting at which the nominating committee report will be made.
- 3) When preparing recommendations, the nominating committee shall consider the following:
  - a) Length and history of involvement with the FRA
  - b) knowledge of redevelopment in Florida
  - c) if a current rep, how effective are they and have they held two regional events/year
  - d) other information as deemed relevant by the nominating committee
- 4) The nominating committee shall submit all recommendations, including justification(s) based on Policy #3, to the Board of Directors no later than one (1) week prior to the date of the Board of Directors meeting at which the nominating report will be given.
- 5) Any nomination received shall be valid and is to be considered by the nominating committee and the Board of Directors for a period of one (1) year or for a term that includes four (4) consecutive regular Board Meetings after the nomination is valid, whichever is greater. (5-07)

## **Reimbursement Policy**

It is the policy of the Board that any FRA member who is requested to serve on a select or standing committee will do so at their own expense but will always have the right to appeal to the Board of Directors for reimbursement. Under the Redevelopment Assistance Program, any member or participant authorized by the Executive Director to participate in a peer visit may be reimbursed for travel expenses. The President or designee shall be reimbursed for expenses when representing FRA, as approved by the Executive Director, followed up by a report to the Board of Directors at the next quarterly meeting. (1-10)

## **Sponsorships**

Requests for sponsorships paid to other organizations by the FRA must be made by members of the FRA Board, and the Board, or the Executive Committee, may approve such requests. Criteria for such approval are: The purpose of the organization must be in concert with the FRA's mission; the money is available on a first come, first serve basis; the request must be made by a Board member; statewide organizations would be given preference. The request should be made in time to be included in the Board

packet with background information (usually two weeks prior to the next Bd. Meeting).  
(8-07)

***Revised February 26, 2021.***

# **I. FINANCE**

# Florida Redevelopment Association

## 2021-22 Annual Budget

	Amended 2/26/2021	Actual 6/30/2021	Proposed 2021-22
<b>REVENUES</b>			
Dues	150,750	185,190.00	160,000.00
Annual Conference	108,750	25,585.00	191,400.00
Investment	1,200	17.54	15.00
Academy	116,880	66,960.00	118,800.00
Awards Program	14,000	12,537.00	17,000.00
<b>Total Revenues</b>	<b>391,580</b>	<b>290,289.54</b>	<b>487,215.00</b>
<b>EXPENSES</b>			
Miscellaneous	500	246.10	250.00
Bank/Credit Card Fees	10,000	6,516.33	10,000.00
Legal Fees/Expenses	36,000	27,000.00	36,000.00
Travel/Post/Print/Supp FLC	5,000	2,726.27	5,000.00
Annual Conference	65,000	38,061.33	181,990.00
FLC Contract	41,820	31,365.00	43,075.00
Equipment - Signage	-	-	300.00
BOD Meetings	1,000	2,816.28	5,000.00
Auditing Services	7,875	6,043.75	8,150.00
Website	15,000	6,130.86	15,000.00
RBOA Contract	60,000	22,155.49	60,000.00
Lobbyist Services	80,000	59,999.94	60,000.00
Academy	99,000	33,436.35	60,000.00
Memberships	-	-	-
Awards Program	6,000	9,458.57	15,150.00
Foundation	2,580	61.25	2,580.00
<b>Total Expenses</b>	<b>429,775</b>	<b>246,017.52</b>	<b>502,495.00</b>
<b>Increase (Decrease)</b>	<b>(38,195)</b>	<b>44,272.02</b>	<b>(15,280.00)</b>





**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**

**P. O. Box 1757**  
**Tallahassee, FL**  
**32302**  
**(850) 222-9684**  
**Fax (850) 222-3806**  
**[www.redevelopment.net](http://www.redevelopment.net)**

**TO:** FRA BOARD OF DIRECTORS  
**FROM:** Amber Hughes, Executive Director  
**DATE:** July 30, 2021  
**RE:** Proposed 2021-2022 Annual Budget

**Attached is the FRA proposed budget for 2021-2022 fiscal year as prepared by staff. The following information provides details as to how the proposed budget items were derived.**

**REVENUES:**

**Dues** revenue are budgeted at **\$160,000**, down from the June 30, 2021 actuals, to reflect a possible reduction in revenues due to the current economic climate.

**Annual Conference** revenues are reduced to **\$191,400** based on an estimate of 300 registrations and \$58,400 in corporate partnerships.

**Investment** revenue budgeted at **\$15** to reflect recent history of those revenues.

**Academy** revenues are budgeted at **\$118,800** which is based on 30 students per each of the 8 courses with a fee of \$495 each.

**Awards Program** revenues are budgets at **\$17,000** based on 85 awards with a fee of \$200 each.

**Total proposed revenues reflect an increase over the amended 2020-2021 FRA budget of \$95,635.**

**EXPENSES:**

**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 contract signed with the Sheppard law firm which includes a \$36,000 retainer.

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

**Annual Conference** expenses are budgeted at **\$181,990** for the 2021 Annual Conference at the Luminary in Fort Myers, Florida.

**FLC Contract** is budgeted at **\$43,075** to reflect the annual 3% increase in the administrative contract.

**BOD Meetings** are budgeted at **\$5,000** as all meetings are expected to be in-person.

**Auditing Services** are budgeted at **\$8,150** 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 **\$60,000**, which is a \$20,000 decrease from the previous year's contract.

**Academy** is budgeted at **\$60,000** which includes the cost of curriculum redesign and eight in-person classes.

**Awards Program** is budgeted at **\$15,150** for Awards and Graduation Night Dinner.

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

**Total proposed expenses reflect an increase over the Amended 2020-2021 FRA budget as of \$18,720.**

# FLORIDA REDEVELOPMENT ASSOCIATION, INC.

## Statement of Financial Position

June 30, 2021

### ASSETS

#### CURRENT ASSETS

Cash & Cash Equivalents (See Exhibit A)	454,904.22
Prepaid Expenses	4,223.53
Deposits	2,000.00

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<b>TOTAL CURRENT ASSETS</b>	<b>461,127.75</b>
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#### OTHER ASSETS

Software	9,842.00
Less: Accumulated Amortization	9,842.00

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<b>NET OTHER ASSETS</b>	<b>0.00</b>
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<b>TOTAL ASSETS</b>	<b>461,127.75</b>
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### LIABILITIES AND NET ASSETS

#### Liabilities

Accounts Payable (See Exhibit A)	41,200.70
Deferred Income (See Exhibit A)	20,230.00

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<b>Total Liabilities</b>	<b>61,430.70</b>
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Net Assets	355,425.03
Increase (Decrease) in Net Assets	44,272.02

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<b>Total Net Assets</b>	<b>399,697.05</b>
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<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>461,127.75</b>
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# FLORIDA REDEVELOPMENT ASSOCIATION, INC.

## Statement of Activities

For the Period 10/1/2020 through 6/30/2021

	ACTUAL	BUDGET	VARIANCE
<b>REVENUES</b>			
Dues Income	185,190.00	150,750.00	34,440.00
Conference Income	25,585.00	108,750.00	(83,165.00)
Investment Income	17.54	1,200.00	(1,182.46)
Academy Income	66,960.00	116,880.00	(49,920.00)
Awards Program Income	12,537.00	14,000.00	(1,463.00)
<b>TOTAL REVENUES</b>	<b>290,289.54</b>	<b>391,580.00</b>	<b>(101,290.46)</b>
<b>EXPENSES</b>			
Miscellaneous Expense	246.10	500.00	(253.90)
Bank and Credit Card Fees	6,516.33	10,000.00	(3,483.67)
Legal Fees & Expenses	27,000.00	36,000.00	(9,000.00)
Travel/Postage/Printing/Supplies	2,726.27	5,000.00	(2,273.73)
Conference Expenses	38,061.33	65,000.00	(26,938.67)
Administration Fees-FLC	31,365.00	41,820.00	(10,455.00)
Meeting Expense-BOD	2,816.28	1,000.00	1,816.28
Auditing Services	6,043.75	7,875.00	(1,831.25)
Web Site Development	6,130.86	15,000.00	(8,869.14)
RBOA Contract	22,155.49	60,000.00	(37,844.51)
Lobby Services	59,999.94	80,000.00	(20,000.06)
Academy Expenses	33,436.35	99,000.00	(65,563.65)
Awards Program Expenses	9,458.57	6,000.00	3,458.57
Foundation Set-Up Expenses	61.25	2,580.00	(2,518.75)
<b>TOTAL EXPENSES</b>	<b>246,017.52</b>	<b>429,775.00</b>	<b>(183,757.48)</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>44,272.02</b>	<b>(38,195.00)</b>	<b>82,467.02</b>

**FLORIDA REDEVELOPMENT ASSOCIATION, INC.**

**Statement of Cash Flows**

**For the Nine Months Ended June 30, 2021**

Cash Flows from Operating Activities:

Increase in Net Assets 44,272.02

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

Change in Assets and Liabilities

Decrease in Accounts Receivable 1,000.00

Decrease in Prepaid Expenses 1,055.58

Decrease in Deposits 15,750.00

Decrease in Accounts Payable (18,983.63)

Decrease in Deferred Income (12,107.00)

Net Cash Provided by Operating Activities 30,986.97

Cash and Cash Equivalents - 10/01/20 423,917.25

Cash and Cash Equivalents - 06/30/21 454,904.22

# FLORIDA REDEVELOPMENT ASSOCIATION, INC.

## 2020 Virtual Conference Report

	FY 20/21 ACTUAL	FY 20/21 BUDGET
<b>CONFERENCE REVENUES</b>		
Registration Fees	17,085.00	98,750.00
Exhibit Booth Income	0.00	5,000.00
Contributions/Sponsorships	8,500.00	5,000.00
<b>TOTAL REVENUES</b>	<b>25,585.00</b>	<b>108,750.00</b>
<b>CONFERENCE EXPENSES</b>		
Videos, Web, & Social Media	900.00	900.00
Speaker Expense	17,500.00	36,000.00
Supplies	0.00	100.00
RBOA Virtual Event Mgmt	17,600.00	26,000.00
Insurance	2,061.33	2,000.00
<b>TOTAL EXPENSES</b>	<b>38,061.33</b>	<b>65,000.00</b>
<b>(DECREASE) INCREASE IN NET ASSETS</b>	<b>(12,476.33)</b>	<b>43,750.00</b>

# FLORIDA REDEVELOPMENT ASSOCIATION, INC.

## Supplemental Information

For the Period 10/1/2020 through 6/30/2021

### EXHIBIT A

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#### CASH AND CASH EQUIVALENTS

Cash-Capital City Bank	317,496.03
Investments - Vanguard	137,408.19
	<hr/>
	454,904.22
	<hr/> <hr/>

#### ACCOUNTS RECEIVABLE

	<hr/>
	0.00
	<hr/> <hr/>

#### ACCOUNTS PAYABLE

Miscellaneous	20,995.32
Florida League of Cities, Inc.	14,161.63
Shorstein & Shorstein	6,043.75
	<hr/>
	41,200.70
	<hr/> <hr/>

#### DEFERRED INCOME

Deferred Income-Dues	3,230.00
Deferred Income-Conf. Awards	17,000.00
	<hr/>
	20,230.00
	<hr/> <hr/>

## **II. CONFERENCE**



## 2021 Annual Conference Proposed Budget

[illegible]

\*Thursday Night Dinner includes normal dinner expenses only. There is a separate budget for extra Awards Program Expenses.

FRA Annual Conference Exhibitors and Sponsors  
2021 Exhibitor/Sponsor List as of 7/15/21

Booth #/ Sponsor Type	Exhibitors	Corp. Spon.	Company
1 booth	\$1,200.00		Airvac, a division of Aqseptence Group
1 booth, Platinum	\$1,200.00	\$4,000.00	Burkhardt Construction, Inc.
1 booth, Silver	\$1,200.00	\$1,000.00	Buxton
1 booth, Silver	\$1,200.00	\$1,000.00	Cardno Inc.
1 booth	\$1,200.00		Chen Moore and Associates
1 booth, Platinum	\$1,200.00	\$4,000.00	Comcast Business
1 booth	\$1,200.00		CPH, Inc.
1 booth	\$1,200.00		eLuminaire Inc.
1 booth	\$1,200.00		Environmental Risk Management, Inc.
1 booth	\$1,200.00		Florida Community Loan Fund
1 booth, Platinum	\$1,200.00	\$4,000.00	Fort Myers Community Redevelopment Agency
1 booth	\$1,200.00		Freebee
1 booth Silver	\$1,200.00	\$1,000.00	Goldstein Kite Environmental, LLC
1 booth	\$1,200.00		Meyer Najem Construction
Silver		\$1,000.00	Peebles, Smith & Matthews, Inc.
1 booth	\$1,200.00		Redevelopment Management Associates, LLC (RMA)
1 booth	\$1,200.00		Rep Services, Inc.
1 booth, Gold	\$1,200.00	\$2,000.00	S&ME, Inc.
4 booths	\$4,800.00		Sesco Lighting
1 booth	\$1,200.00		Terracon
1 booth	\$1,200.00		Underground Refuse Systems Inc.
1 booth	\$1,200.00		The Urban Group, Inc.
1 booth, Silver	\$1,200.00	\$1,000.00	Wade Trim, Inc.
1 booth	\$1,200.00		Walker Consultants
1 booth	\$1,200.00		The Whiting-Turner Contracting Company

**TOTAL REVENUE** **\$32,400.00** **\$19,000.00**

# THE FLORIDA REDEVELOPMENT ASSOCIATION

## 2021 ANNUAL CONFERENCE

October 27-29, 2021  
Luminary Hotel & Co.  
Fort Myers, FL

### REGISTRATION INFORMATION

The 2021 Florida Redevelopment Association Annual Conference will be held in person October 27-29, 2021, at the Luminary Hotel & Co. in Fort Myers, FL.

The conference is an opportunity for redevelopment professionals, elected officials and appointed officials who oversee administering redevelopment (economic development) programs in Florida cities and counties and community redevelopment agencies/CRAs who have separate, dedicated trust funds that can be spent on redevelopment projects to meet in person. Attendees at the conference will have opportunities to enhance leadership skills, learn from municipal experts, share ideas with peers, discuss strategies for Florida's future and hear about the latest in products and services for redevelopment projects.

Don't miss this opportunity to learn, network and share.

#### DEADLINES

October 4, 2021 — Hotel reservations cutoff

October 13, 2021 — Conference registration fee increases \$100.00 after 5:00 p.m. on October 13, 2021

**#FRA2021**

## REGISTRATION FEES

### Full Registration (10/27-10/29)

Member: \$395.00; Non-member: \$495.00

### One Day Registration (10/27 or 10/28)

\$325.00

### CRA Legal Workshops (10/29)

\$50.00 per session (no additional fee with full registration)

### CRA Board Training Course (10/27)

\$50.00

### Tours (10/27)

\$50.00 per tour

### Awards and Academy Graduation Dinner (extra ticket)

(10/28)

\$75.00

### Guest/Spouse Registration (spouse, partner or other nonprofessional relation) (10/27-10/29)

\$325.00

**Full** registration and **Guest** registration fees cover your name badge; admission to all conference sessions and the exhibit hall, refreshment breaks, light continental breakfasts each day; Wednesday's Welcome Luncheon in the exhibit hall; Wednesday's Welcome Reception in the exhibit hall; Thursday's Networking Luncheon in the exhibit hall; Thursday's Awards and Academy Graduation Dinner and Friday's legal sessions. Tours are an additional fee. NOTE: Registration fees will increase by \$100.00 per registration/guest for all registrations made after October 13, 2021.

## CANCELLATION POLICY

Conference registration cancellation requests must be sent in writing via email to [hhogarth@flcities.com](mailto:hhogarth@flcities.com). All cancellations received in the FRA office by 5:00 p.m., **October 13, 2021**, will receive refunds, minus a **\$50.00** cancellation fee. Refunds will be issued after the conference. **No refunds will be made after October 13, 2021, or for early departure from the conference.**

## REGISTRATION PROCEDURES

### Online Registration – Credit Cards Only

Visit [redevelopment.net/2021-fra-annual-conference](http://redevelopment.net/2021-fra-annual-conference) to access online registration and pay with your Visa, Mastercard or American Express. You will receive your conference confirmation immediately via email. Conference confirmations include your registration information, totals and registration number for your reference. Please check your confirmation carefully to verify that all information is correct, and inform the FRA immediately of any errors.

### Mail Registration – Checks Only

To pay via check, fill out the registration form on page 7, attach your check for the appropriate fee and mail it to the Florida Redevelopment Association Annual Conference, P.O. Box 1757, Tallahassee, FL 32302 by **October 13, 2021**. Name badges and other information can be picked up at the conference registration desk.

## HOTEL INFORMATION

### Luminary Hotel & Co. in Fort Myers, FL

Many people have already made their hotel reservations for the FRA Annual Conference. Therefore, the hotel's remaining inventory is very limited. If you still need a hotel reservation, you must register and pay for the conference prior to receiving the hotel reservations link/code. The link/code will be attached to your paid confirmation. The Luminary's room rate for conference attendees is \$169.00 per night, single or double. Parking fees are \$8.00 for daily self-parking/overnight self-parking or \$20.00/overnight for valet parking. Overflow hotel options will also be available with your paid registration. Should you receive ANY calls or emails from anyone other than Heidi Hogarth regarding room rates and availability at the hotels, DO NOT respond. These are scam callers!

## SPECIAL NEEDS

If you are physically challenged and require special services, or if you have special dietary needs (i.e., allergies or Kosher or vegetarian meals), please attach a written description to your registration form.

## QUESTIONS?

Contact Heidi Hogarth, Meeting Planner, Florida Redevelopment Association/  
Florida League of Cities, Inc., 850.701.3605; [hhogarth@flcities.com](mailto:hhogarth@flcities.com)

(schedule and speakers subject to change)

TUESDAY, OCTOBER 26, 2021

1:00 p.m. - 5:00 p.m.

**Registration Desk Open**

3:00 p.m. - 6:00 p.m.

**FRA Board of Directors Meeting**

WEDNESDAY, OCTOBER 27, 2021

7:30 a.m. - 6:00 p.m.

**Registration Desk Open**

8:00 a.m. - 11:00 a.m.

**Walking Tour: Historic Downtown Redevelopment (additional fee of \$50.00)**

As you walk on the brick streets that Thomas Edison once called home, you'll get to explore the Fort Myers historic River District and the redevelopment projects that have awakened the once-sleepy downtown into a thriving commerce and entertainment center. On this guided tour, you will have the opportunity to go inside the restored Sidney and Berne Davis Art Center. Its former use was a post office. It is now home to the Historic Arcade Theatre where the Florida Repertory Theatre Company performs. They are touted in The Wall Street Journal as "One of America's Top Repertory Companies." Using tax increment financing, the Fort Myers CRA has helped to breathe new life into the downtown while increasing taxable values and improving public infrastructure.

8:00 a.m. - 11:00 a.m.

**Bus Tour: Cleveland, Downtown and MLK (additional fee of \$50.00)**

On this tour, you will have an opportunity to view three of our redevelopment areas: Downtown, Dr. Martin Luther King Jr. Boulevard and Cleveland Avenue. You'll see redevelopment at work, highlighting infrastructure improvements that increase the taxable values in our redevelopment area. During this tour, you will see how the Fort Myers CRA worked with a developer to transform a mobile home park into a vibrant mix-use community, now called Grand Central.

Restoration is underway at McCollum Hall, formerly a stop on the Chitlin' Circuit. Back in the day, this venue featured famous entertainers and musicians such as Louis Armstrong, Duke Ellington and Ella Fitzgerald. You will also be able to tour the refurbished Atlantic Coast Railway Depot, home of the Southwest Florida Community Foundation and "Collaboratory." This site ties in the timeless history of Fort Myers and offers a place for nonprofits and other community members to work together to share ideas and initiatives to help create a better Fort Myers.

8:00 a.m. - 11:00 a.m.

**Walking Tour: Fort Myers tour with educational narratives of local history (additional fee of \$50.00)**

Fort Myers' historic downtown area was one of the first forts built as a base of operations against the Seminole Indians and then a Civil War fort. From fort to dusty cattle town to the building boom of the Roaring '20s, from depression to post-World War II prosperity to urban decay, and ultimately to its modern incarnation as one of the most beautiful historic districts in Florida, Fort Myers is a town rich in history, architecture, art and amenities. On this 90-minute walking tour, learn your way around this charming town and the intrigues and rivalries of the men who built it.

8:00 a.m. - 12:00 p.m.

**CRA Board Training Course**

This is a general educational session designed for CRA staff, elected and appointed officials, volunteers and advisory board members. It provides a succinct overview of what you need to know that you don't know in the universe of CRAs. Learn some helpful practical, legal and administrative best practices for CRA policymaking success.

11:00 a.m. - 7:30 p.m.

**Exhibit Hall Open**

11:30 a.m. - 12:45 p.m.

**Welcome Luncheon in the Exhibit Hall**

12:45 p.m. - 2:00 p.m.

**Welcome and Keynote Presentation**

Welcome: The Honorable Kevin Anderson, Mayor, City of Fort Myers

Keynote Speaker: Mike Sittig, Executive Director Emeritus, Florida League of Cities



Mike Sittig began his employment with the Florida League of Cities in 1970. He grew in knowledge, understanding and appreciation of the League's issues and in his respect of the membership's commitment to Home Rule and further grew into one of the League's most valiant advocates.

After a brief stint as an assistant city manager with the City of West Palm Beach, he returned to the League. As assistant executive director, he led the League's campaign for a constitutional amendment related to unfunded mandates and worked on legislative reforms and initiatives for Florida's cities.

In 1995, Mike was selected as the League's executive director. He continued his effective, efficient and stalwart direction of the programs and projects through tremendous technological advances and the Great Recession. He served in this position until his retirement in October 2020.

Mike's fairness, tenacity, wisdom and guidance have led to well-deserved recognition locally, statewide and among his national peers. He created a culture and environment for this team that causes employees to attain tenures rarely experienced. These achievements have led the League to be one of the largest state municipal leagues with unparalleled success and a premier reputation.

2:15 p.m. - 2:45 p.m.

**Session: Preventing Climate Gentrification and Increasing Social Equality through Affordable and Resilient Transient Oriented Development**

Every community in Florida is faced with a housing crisis compounded by climate change and racial inequities. See how the JPMorganChase PRO Neighborhoods award-winning South Florida Housing Link is building affordable, sustainable, resilient communities near transit utilizing UrbanFootprint and other groundbreaking technologies.

2:15 p.m. - 2:45 p.m.

**Session: Considerations for Paid and Unpaid Curbside Parking**

This panel discussion will walk the audience through the City of Sarasota and the City of Fort Myers' opportunity to redefine and sustain its public parking inventory, including the decision to implement a paid parking program within its commercial parking districts. From an array of stakeholder sessions to going all in with pay-by-plate and pay-by-phone technology solutions, the audience will experience firsthand how to: improve the perception of public parking, understand the obstacles and challenges when moving from a free to a paid system, gain insight and ideas on overcoming objections to change and plan for key considerations before committing to paid parking.

3:00 p.m. - 4:00 p.m.

**Session: Transforming Communities and Adding Value Through Placemaking**

Expert panelists will discuss collaborative design and development techniques that create value while preserving and celebrating the history, heritage and culture of communities.

4:15 p.m. - 5:45 p.m.

**Session: Partnering with Banks for Redevelopment**

Join the Federal Deposit Insurance Corporation and the Office of the Comptroller of the Currency for a discussion on partnering with banks for Redevelopment. Participants will hear about best practices and examples of bank partnerships in community and economic development, as well as have an opportunity to discuss their existing projects and programs.

4:15 p.m. - 5:45 p.m.

**Session: Unscrambling MLEINTIMPEANOT ... IMPLEMENTATION**

Is your plan on a shelf? A successful plan must begin with a vision on the front end and include the right implementation structure on the back end. In this session, we will unscramble the necessary steps to establish the structure for successful implementation.

6:00 p.m. - 7:30 p.m.

**Welcome Reception in the Exhibit Hall**

7:30 a.m. - 3:00 p.m.

**Registration Desk Open**

7:00 a.m. - 1:00 p.m.

**Exhibit Hall Open**

7:00 a.m. - 8:00 a.m.

**Light Continental Breakfast in the Exhibit Hall**

8:00 a.m. - 9:00 a.m.

**Session: Affordable Housing Challenges and Solutions**

With a strong Florida economy, the lack of availability of affordable housing for low- and middle-income households has become a top issue for many communities. This session will feature a panel of experts led by the University of Florida Shimerberg Center for Housing discussing the causes, trends and current efforts to address the need for affordable housing.

8:00 a.m. - 9:00 a.m.

**Session: Unanswered Questions Make Incentive Plans Look Suspicious**

9:15 a.m. - 10:15 a.m.

**Session: Funding CRA Projects – Economic ROI**

Successful redevelopment requires a solid plan that can pave the way for attracting the private investment that can best support the plan goals and provide long-term benefits to a city's quality of life. Learn methods and means to achieve the funding required to implement your most ambitious plan elements.

9:15 a.m. - 10:15 a.m.

**Session: Giving Your CRA a Voice**

This session will explore ways to up your social media presence and tips on how to better communicate the great work that your CRA is doing to improve your redevelopment area.

10:30 a.m. - 11:30 a.m.

**Session: Using Fiscal and Economic Analysis to Make Your Case**

In order to convince a County of the economic and fiscal benefits of creating the CRA, one needs to

think outside the box. This session will explore the history of two CRA areas, provide an overview of the approach to the analysis and its results, as well as discuss the outreach strategy developed for stakeholders that ultimately can lead to a County approving a city's proposal.

10:30 a.m. - 11:30 a.m.

**Session: Annual Reporting Template Update and Best Practices**

Have you been using the FRA Annual Report spreadsheet? Do you have questions or possible improvements that you would like to discuss? Meet to review the application and discuss its use and possible improvements with your fellow redevelopment users. We will be collecting user improvement requests at this meeting.

11:30 a.m. - 1:00 p.m.

**Networking Luncheon in the Exhibit Hall**

1:00 p.m. - 2:15 p.m.

**Keynote Presentation: Harness the Power of Generational Change**

Keynote Speaker: Kim Lear



Kim Lear is a writer and researcher who explores how emerging trends impact our workforce and marketplace. As the founder and content

director of Inlay Insights, Kim uncovers cultural shifts that revolutionize how organizations engage employees and consumers. She uses a mix of data, storytelling, humor, and actionable takeaways to discuss trends that most impact organizations' bottom line.

A researcher at her core, Kim employs eye-opening statistics and mixes them with stories and case studies to make her message come alive. She has been featured on NPR, The Wall Street Journal, The Huffington Post, USA Today, TIME magazine and more. She was the head of research on a new book published by Harper Collins about Gen Z, the teenage demographic. Kim is in her ninth year of a longitudinal study on leadership.

2:15 p.m. - 2:30 p.m.

**Annual Membership Meeting**

2:45 p.m. - 4:15 p.m.

**Session: Brownfields Speed Dating**

This session will provide an opportunity to hear from seasoned CRA Directors, Brownfields Developers, Brownfields Consultants and the President of the Florida Brownfields Association on a broad range of Brownfields topics. These include Brownfields grant funding and incentives, leveraging private sector capital and tax increment financing through Brownfields Redevelopment, as well as multiple innovative Brownfields projects within CRAs.

2:45 p.m. - 4:15 p.m.

**Session: Innovations and Healthy Mixed-Use Opportunities**

Mixed-use development is the key to downtown revitalization. Guiding successful development is our public realm, which has always been central to that elusive thing we call placemaking. Case studies that relied heavily on incentives and have proven to be the catalyst of a redevelopment transformation will be highlighted.

6:00 p.m. - 9:00 p.m.

**Awards and Academy Graduation Dinner**

## FRIDAY, OCTOBER 29, 2021

7:00 a.m. - 10:30 a.m.

**Registration Desk Open**

7:00 a.m. - 8:00 a.m.

**Light Continental Breakfast**

8:00 a.m. - 9:15 a.m.

**CRA Legal Workshop: Ethics Laws for Redevelopment**

**(additional fee of \$50.00 if not attending conference)**

This workshop is geared toward CRA Attorneys and others who want to learn about ethics requirements specific to CRAs, as well as general requirements for all governments. The instructors who are members of the Florida Bar will break down basic ethics requirements for CRA practitioners, board members and volunteers who work with community redevelopment agencies in Florida. Topics will include general and ethics opinions, gift laws, conflict of interest law for CRAs, doing business

with one's agency, 1% statutory rule on conflicts of interest test, public records and social media lessons learned and sunshine and financial disclosure for CRA board members and volunteers.

8:00 a.m. - 9:15 a.m.

**CRA Legal Workshop: Legal Reporting Requirements for CRAs**

**(additional fee of \$50.00 if not attending conference)**

This course is geared toward CRA Attorneys and others who want to learn about new CRA reporting rules in CS/HB 9 passed by the Florida Legislature in 2019. We will share tips and best practices for compliance and discussion of the CRA reporting requirements under Chapters 163 Part III (community redevelopment agencies) and Chapter 189 (special districts).

9:30 a.m. - 11:00 a.m.

**CRA Legal Workshop: "Hot" Legal Issues in Redevelopment**

**(additional fee of \$50.00 if not attending conference)**

Join us as we hold an ad hoc redevelopment "hot legal topics" session. We will have our best CRA legal minds discuss their list of "need to know" opinions on topics like eminent domain, ethics, public meetings and more. Provided only during this session will be a detailed take-home listing of CRA-related Florida Attorney General opinions, court cases and legislative history of Chapter 163, Part III, Florida Statutes.

9:30 a.m. - 11:00 a.m.

**CRA Legal Workshop: CRA Legal Issues for Financial Audits**

**(additional fee of \$50.00 if not attending conference)**

The law passed by the 2019 Legislature contains new provisions for CRA annual financial audits. This course is geared toward finance, audit and CRA staff who are involved with CRA audits. We will be covering the audit requirements, share tips and best practices for compliance and discuss CRAs, the auditor general guidelines and audit engagement practices. Learn how CRAs must comply from an auditing standpoint with Florida Statutes s.163.387(6) and (7) effective October 1, 2020.

11:00 a.m.

**Conference adjourns**



# THE FLORIDA REDEVELOPMENT ASSOCIATION

## 2021 FRA ANNUAL CONFERENCE REGISTRATION FORM

Luminary Hotel & Co. • Fort Myers, FL • October 27-29, 2021

Florida Redevelopment Association

P.O. Box 1757 • Tallahassee, FL • 32302-1757 • 850.701.3605 • [hhogarth@flcities.com](mailto:hhogarth@flcities.com)

**Paying by credit card (Visa, Mastercard, American Express):** Register with the following link: [redevelopment.net/2021-fra-annual-conference](https://redevelopment.net/2021-fra-annual-conference)

**Paying by check:** Return the completed form with check payment to Florida Redevelopment Association, P.O. Box 1757, Tallahassee, FL 32302-1757. Complete one form per registration.

**Registration deadline:** October 13, 2021. After October 13, 2021, and any on-site registrations are subject to a \$100.00 fee increase.

**Special Needs:** If you require special services or have dietary needs, please attach a written description to your registration form.

**Cancellation Policy:** Cancellations must be submitted in writing and received by 5:00 p.m. on October 13, 2021. Please email cancellation requests to [hhogarth@flcities.com](mailto:hhogarth@flcities.com). Refunds will be issued after the conference minus a \$50.00 administrative fee. There will be no refunds for "no shows" or cancellations after October 13, 2021.

Full Name: \_\_\_\_\_ Nickname (for badge): \_\_\_\_\_

Title: \_\_\_\_\_ Organization: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Guest/Spouse (if purchasing): \_\_\_\_\_ Nickname (for badge): \_\_\_\_\_

### REGISTRATION TYPE

### MEMBER NON-MEMBER TOTALS

<b>Full Registration</b> (10/27-10/29)	\$395.00	\$495.00	_____
<b>One-Day Registration</b> (10/27 or 10/28) (circle one)	\$325.00	\$325.00	_____
<b>CRA Board Training Course</b> (10/27 8:00 a.m.)	\$50.00	\$50.00	_____
<b>Tour (walking):</b> Historic Downtown Redevelopment (10/27 8:00 a.m.)	\$50.00	\$50.00	_____
<b>Tour (walking):</b> Fort Myers Walking Tour with Narratives of Local History (10/27 8:00 a.m.)	\$50.00	\$50.00	_____
<b>Tour (bus):</b> Cleveland, Downtown and MLK (10/27 8:00 a.m.)	\$50.00	\$50.00	_____
<b>CRA Legal Workshop:</b> Ethics Laws (if not attending conference)	\$50.00	\$50.00	_____
<b>CRA Legal Workshop:</b> Legal Reporting (if not attending conference)	\$50.00	\$50.00	_____
<b>CRA Legal Workshop:</b> Hot Legal Issues (if not attending conference)	\$50.00	\$50.00	_____
<b>CRA Legal Workshop:</b> CRA Legal Issues (if not attending conference)	\$50.00	\$50.00	_____
<b>Guest/Spouse</b> (10/27-10/29)	\$325.00	\$325.00	_____
<b>Extra Ticket Awards and Academy Graduation Dinner</b> (10/28 6:00 p.m.) (if attending dinner only/not attending conference)	\$75.00	\$75.00	_____

**TOTAL** \$ \_\_\_\_\_

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THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

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2021 ANNUAL CONFERENCE

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**EXHIBITOR & CORPORATE  
PARTICIPANT INFORMATION KIT**

Luminary Hotel & Co. – Fort Myers, FL

Conference Dates: October 26-29, 2021  
(Exhibit Hall Open: October 27-28, 2021)

# THE FLORIDA REDEVELOPMENT ASSOCIATION

Be a part of the **2021 Florida Redevelopment Association Annual Conference** at the **Luminary Hotel & Co.** in **Fort Myers, FL**. This Exhibitor and Corporate Participant Information Kit contains all the information you need to sign up as an exhibitor and/or corporate participant. Sign up **now!**

See for yourself why becoming an exhibitor and/or corporate participant at the FRA Annual Conference is the right choice for your company or organization.

## WHY PARTICIPATE AT THE FRA ANNUAL CONFERENCE?

- ▶ Network with approximately 300 redevelopment professionals, elected officials and appointed officials who oversee administering redevelopment (economic development) programs in Florida cities and counties, and community redevelopment agencies/CRA's 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 fiscal year 2021-2022. This book lists what each CRA will spend this year and which projects they are contemplating.
- ▶ Obtain one copy of the *FRA Membership Directory*.
- ▶ Link to your website on the official conference mobile webpage.
- ▶ Receive recognition in the FRA Annual Conference Program with company information, contact, etc.
- ▶ Gain exposure for your company through corporate participation: Platinum, Gold, Silver and Tour.
- ▶ Network! Network! Network!

## PROMOTE AND SHOWCASE

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

- ▶ 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

(Corporate participant fee is additional.)

**Standard Booth – \$1,200.00** (\$1,300.00 after September 10, 2021)

Booth packages include one 8' x 10' carpeted pipe-and-drape booth, one 6' draped table, two chairs, one wastebasket, one 7" x 44" company identification sign, four exhibitor name badges, recognition in the conference program, a link to your website on the official conference mobile webpage, pre-conference and post-conference attendee lists with email addresses, a copy of the *FRA Membership Directory* and a copy of the *Public Sector Project Notebook*. Electricity/power is not included in the booth space. Refer to the decorator (GEMS) service manual for the electrical order form.

## CORPORATE PARTICIPANT FEES/DETAILS

(Corporate participation does not include a booth; exhibiting is not required.)

**Platinum – \$4,000.00** (Exhibit booth **not** included)

- ▶ Introduction at one of three listed events: Welcome Keynote/General Session, Welcome Reception, Academy Awards/Graduation Dinner.
- ▶ Recognition on the cover and inside the FRA Annual Conference Program.
- ▶ Logo on conference webpage.
- ▶ Recognition on signage.
- ▶ Link to your website on the official conference mobile webpage.
- ▶ 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*.
- ▶ One feature article in e-newsletter.
- ▶ Four posts on FRA social media.
- ▶ Two conference registrations.

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

- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Logo on conference webpage.
- ▶ Recognition on signage.
- ▶ Link to your website on the official conference mobile webpage.
- ▶ 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*.
- ▶ One conference registration.

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

- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Logo on conference webpage.
- ▶ Recognition on signage.
- ▶ Link to your website on the official conference mobile webpage.
- ▶ 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 – \$1,000.00** (Exhibit booth **not** included)

- ▶ Introduction of tour.
- ▶ Recognition in the FRA Annual Conference Program.
- ▶ Logo on conference webpage.
- ▶ Recognition on signage.
- ▶ Link to your website on the official conference mobile webpage.
- ▶ 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*.

## EXHIBIT SCHEDULE (subject to minor change)

### Move-In

Tuesday, October 26, 2021.....4:00 p.m. - 6:00 p.m.  
Wednesday, October 27, 2021.....7:30 a.m. - 10:30 a.m.

### Exhibits Open

Wednesday, October 27, 2021.....11:00 a.m. - 7:30 p.m.  
Thursday, October 28, 2021.....7:00 a.m. - 1:00 p.m.

### Move-Out

Thursday, October 28, 2021.....1:00 p.m. - 2:15 p.m.

## EXHIBITOR NAME BADGE INFORMATION

The Exhibitor Name Badge Order Form will be sent one month prior to the conference. Each 8' x 10' booth receives four 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 2021 FRA Annual Conference will be held at the **Luminary Hotel & Co.** in **Fort Myers, FL**. Rooms are available for exhibitors at the special rate of **\$169.00** per night, single or double. **No telephone reservations will be accepted by the hotel at this time.** The hotel reservation link will be sent to you with your booth/corporate participant 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 10, 2021.....\$100.00 rate increase for each 8' x 10' booth

September 10, 2021.....Receipt of refund request (must be submitted and received in writing by 5:00 p.m.)

October 5, 2021.....Receipt of Exhibitor Name Badge Order Form

## HOW DO I PURCHASE A BOOTH/ CORPORATE PARTICIPATION?

Complete the Exhibitor/Corporate Participant Agreement on page 5 and return to Heidi Hogarth at [hhogarth@flcities.com](mailto:hhogarth@flcities.com). The booth assignment process is on a first-come, first-served basis. Once the booth assignment/corporate participation is made, you will receive the logon ID, password and link to remit payment for the booth(s)/corporate participation. 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 (GEMS) 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?

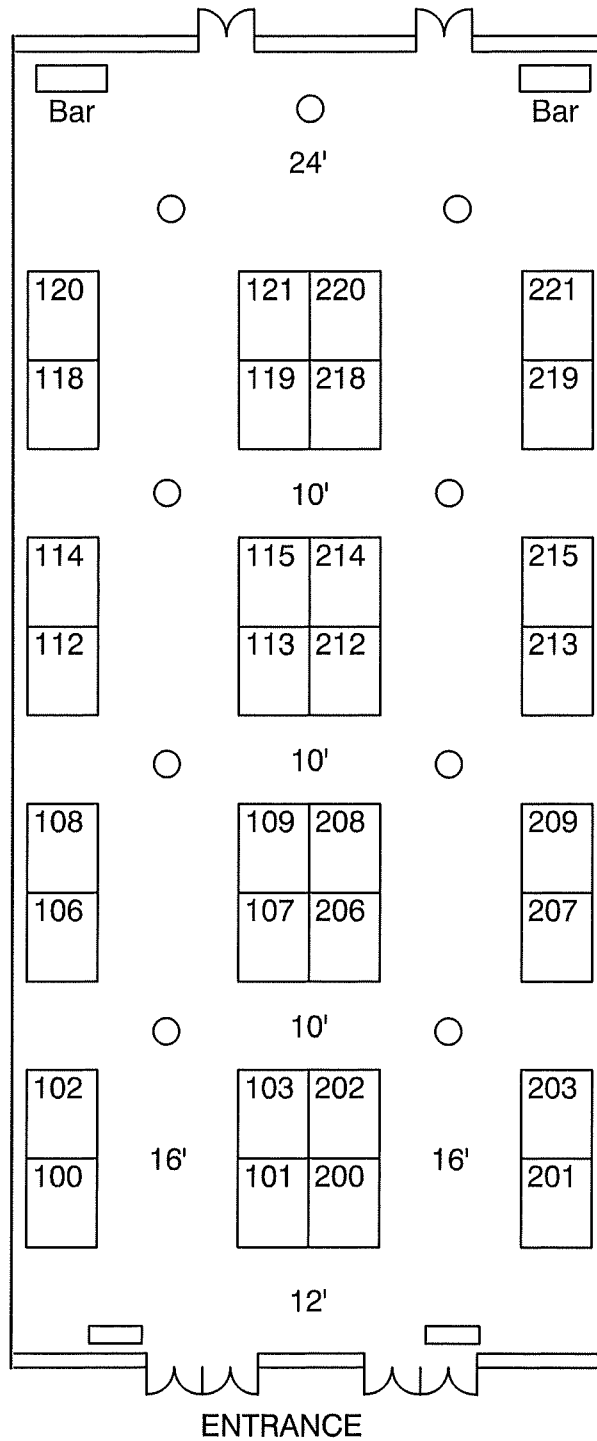
Contact Heidi Hogarth, Meeting Planner, Florida Redevelopment Association/Florida League of Cities, Inc., 850.701.3605; [hhogarth@flcities.com](mailto:hhogarth@flcities.com).

## LOOKING FOR OTHER WAYS TO PARTICIPATE?

Contact **Jan Newton** at [jnewton@flcities.com](mailto:jnewton@flcities.com) about advertising opportunities in the "Best Book." Over 2000 copies are distributed and permanently accessible on our website.

Deadline for submission is **August 10, 2021.**

# EXHIBIT HALL FLOOR PLAN



# 2021 FRA ANNUAL CONFERENCE

## EXHIBITOR/CORPORATE PARTICIPANT AGREEMENT

Conference Dates: October 27-29, 2021 Exhibit Dates: October 27-28, 2021  
Luminary Hotel & Co. – Fort Myers, FL

Return this completed Agreement to Heidi Hogarth at [hhogarth@flcities.com](mailto:hhogarth@flcities.com) to secure booth space/corporate participation. 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 booth space/corporate participation will be sent to you upon assignment of booth(s)/corporate participation.

### EXHIBITOR/CORPORATE PARTICIPANT DEADLINES:

September 10, 2021.....\$100.00 rate increase for each 8' x 10' booth

September 10, 2021.....Receipt of refund request (must be submitted and received in writing by 5:00 p.m.)

October 5, 2021.....Receipt of Exhibitor Name Badge Order Form

### EXHIBITOR/CORPORATE PARTICIPANT CONTACT INFORMATION:

(This primary contact will receive ALL exhibitor/corporate participant communications regarding logistics, payment, logos, etc.)

Company/Organization: \_\_\_\_\_

Primary Contact: \_\_\_\_\_ Contact Email: \_\_\_\_\_ Phone: \_\_\_\_\_

### CONFERENCE PROGRAM INFORMATION: (This information will be printed in the program.)

Company/Organization: \_\_\_\_\_ Phone: \_\_\_\_\_

Company Contact: \_\_\_\_\_ Company Contact Email: \_\_\_\_\_

Company Website: \_\_\_\_\_

Product/Service Description (15-word maximum): \_\_\_\_\_

### BOOTH SELECTION: (Refer to page 4 for exhibit hall floor plan.)

\_\_\_\_ Booth: \$1,200.00 per 8' x 10' booth

First choice: \_\_\_\_\_ Second choice: \_\_\_\_\_ Third choice: \_\_\_\_\_

Please indicate any competitors: \_\_\_\_\_

### CORPORATE PARTICIPANT SELECTION: (Refer to page 2 for corporate participant level details.)

\_\_\_\_ Platinum \$4,000.00

\_\_\_\_ Gold \$2,000.00

\_\_\_\_ Silver \$1,000.00

\_\_\_\_ Tour \$1,000.00

**"BEST BOOK" ADVERTISING:** Contact Jan Newton at [jnewton@flcities.com](mailto:jnewton@flcities.com) for details.

**ACKNOWLEDGEMENT:** I have read and will comply with the rules and regulations regarding the Florida Redevelopment Association's 2021 Annual Conference as printed on page 6 of this Exhibitor and Corporate Participant Information Kit. Cancellation of exhibit space must be submitted in writing and received by 5:00 p.m. on September 10, 2021. There will be no refund for "no shows" or cancellations received after 5:00 p.m. on September 10, 2021. The corporate participant fee is non-refundable.

Authorized Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# RULES AND REGULATIONS

## 2021 FRA Annual Conference

Conference dates: October 27-29, 2021 Exhibit dates: October 27-28, 2021  
Luminary Hotel & Co. – Fort Myers, FL

### 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. EXHIBIT FLOOR PLAN

Show management reserves the right to revise/modify the exhibit hall floor plan pending the status of COVID-19 and social distancing restrictions. All exhibitors will be notified if changes are made.

### 3. SPACE ASSIGNMENT

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 adjust booth locations, should the need arise, but not without prior notification to the exhibitor.

### 4. BOOTH PACKAGE DESCRIPTION

Booth packages include one 8' x 10' carpeted pipe-and-drape booth, one 6' draped table, two chairs, one wastebasket, one 7" x 44" company identification sign, four exhibitor name badges (for all events taking place in the exhibit hall; conference participation is an additional fee), recognition in the conference program, a link to your website on the official conference mobile webpage, pre-conference and post-conference attendee lists with email addresses, a copy of the FRA Membership Directory and a copy of the Public Sector Project Notebook. 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 decorator service provider (GEMS). The exhibitor is solely responsible for all costs incurred. Electricity/power is not included in the booth space. Refer to the decorator (GEMS) service manual for the electrical order form.

### 5. EXHIBITOR MOVE-IN AND MOVE-OUT (subject to minor change)

#### Move-In

Tuesday, October 26, 2021.....4:00 p.m. - 6:00 p.m.

Wednesday, October 27, 2021.....7:30 a.m. - 10:30 a.m.

#### Move-Out

Thursday, October 28, 2021.....1:00 p.m. - 2:15 p.m.

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 28, 2021. 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.

### 6. EXHIBITOR HOURS (subject to minor change)

Wednesday, October 27, 2021.....11:00 a.m. - 7:30 p.m.

Thursday, October 28, 2021.....7:00 a.m. - 1:00 p.m.

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.

### 7. 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.

### 8. PAYMENTS AND REFUNDS

The payment for booth space is due upon the reserving of space. Cancellation of booth space must be submitted in writing and received by 5:00 p.m. on September 10, 2021. All cancellations are subject to a \$100.00 cancellation fee. There will be no refund for "no shows" or cancellations received after 5:00 p.m. on September 10, 2021. All refunds will be processed after the conference. The corporate participant fee is non-refundable.

### 9. EXHIBITOR BADGE ACCESS

The exhibitor badge will be valid only 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.

### 10. 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.

### 11. 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).

### 12. SECURITY AND LIABILITY

FRA will provide basic security measures from 4:00 p.m. on Tuesday, October 26, 2021, through 2:15 p.m. on Thursday, October 28, 2021. 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.

### 13. 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.

### 14. 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.

### 15. 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.

### 16. ELIGIBLE EXHIBITS AND RESTRICTIONS

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

### 17. EXHIBIT FLOOR ACCESS

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

### 18. 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.

### 19. 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.

### 20. 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 give-away items in the individual booth(s).



### **III. AWARDS**

# Florida Redevelopment Association 2021 Awards Program Budget

**Proposed 8/20/2021**

## **Income**

Submittals - 85 x 200	<b>17,000.00</b>
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## **Expenses**

DJ	750.00
Photographer	300.00
Audio/Visual - Extra	3,000.00
Decorations - Extra	5,000.00
Best Book Printing	4,000.00
Award Figures	2,100.00
Total Expenses	<b>15,150.00</b>

<b>Total</b>	<b>1,850.00</b>
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## **IV. NOMINATIONS**

**Florida Redevelopment Association**  
**2021 Committee Nominations**

**Treasurer**

Brenda Thrower, City of Tampa, CRA

**Elected Official**

Mary Estime-Irvin, Councilwoman, City of North Miami

**Board of Directors**

Miles Ballogg, Cardno (Tampa Bay Region – Private Sector)

Mark Bennett, City of Lake Wales (Central Region)

Stephen Cox, Bartow CRA (Central Region)

Sherri Curtis, Tallahassee CRA (Apalachee Region)

Marc Kleisely, Burkhardt Construction (Treasure Coast – Private Sector)

***Elizee Michel will take the remainder of Mike Simon's term.***

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021-22 Board of Directors Nomination Form**

*All nominations must be submitted no later than July 16th prior to the Board of Directors meeting on Saturday, August 14, 2021. (See Nomination Guidelines on page 3.)*

***Please attach a copy of their resume to this form when submitting.***

Position: Board Member, Elected Official or Board Officer: Treasurer (circle one)

Nominator: Jeff Burton

Nominee: Brenda Thrower

Nominee's title/business or agency name (must be an FRA member): Economic Development Specialist / Ybor City CRA & Ybor City Development Corporation / City of Tampa, Community Redevelopment Department

Address: 2015 East 7<sup>th</sup> Avenue, Tampa, FL 33605

Email: Brenda.Thrower@TampaGov.net

Phone Number: 813-274-7917 (Office) and 813-310-1303 (Cell)

County: Hillsborough

**Why this person should be in the position?**

Brenda Thrower has been serving on the FRA Board since 2016 and has been actively participating on several committees and annual conferences. Professionally, Brenda has worked for the City of Tampa's Ybor City CRA and Ybor City Development Corporation since 1996 helping to revitalize the Ybor City Historic District and its two community redevelopment areas. She has been part of Ybor City's redevelopment success working closely with community stakeholders, leaders, and city staff to balance economic development with historic preservation in the community. Last December, Brenda was selected as the Interim East Tampa CRA Manager following the retirement of Ed Johnson. Brenda served as the Interim East Tampa CRA Manager for the past seven months managing the daily operations, developing economic development programs and initiatives while continuing to assist the Ybor City CRA.

**The candidate's length of involvement in FRA?**

Brenda Thrower has been involved with the Florida Redevelopment Association since joining the City of Tampa 25 years ago. In 2003, Tampa hosted the annual FRA Conference in downtown Tampa and Brenda served as co-chair of the Host Committee. Since then, Brenda has been actively involved in assisting staff with annual conferences, especially those hosted in

Tampa. She has participated in conference sessions by identifying conference session topics, securing speakers on a variety of redevelopment topics, and serving as a moderator and speaker for sessions. She has also served as a mobile tour guide, host city exhibitor and coordinated evening activities and receptions. Brenda was appointed to the FRA Board in 2016 where she has actively served on numerous committees and was the host city liaison for the 2019 annual conference. Brenda has completed courses with FRA's Redevelopment Academy and earned her certificate to be an FRA Academy Trainer in 2020.

**His or her level of participation in committees/other FRA efforts?**

Brenda Thrower has been very involved with the Conference Committee over the years, particularly in 2019 when the conference was held in Tampa. She also served as the Awards Committee Co-Chair, Awards Judge, Academy Program Committee, Conference Mobile Workshop Tour Guide and Membership. She has served as a resource to other CRA's and subject matter expert on several redevelopment topics which she has presented at conferences.

**What committee would they like to serve on?**

Brenda Thrower would be a great choice for the FRA Board Treasurer due to her broad experience and tenure with FRA and the Board. She could support any committee as well.

**Other reasons why this person would add to the FRA in this position?**

Brenda Thrower not only has vast technical expertise in redevelopment; she is a creative thinker who is able to turn a vision into reality. Brenda's expertise, experience and creativity is a priceless combination that will add substantial value to the FRA leadership. She is also a consensus builder with extensive experience bringing diverse individuals together to work towards achieving common goals. Brenda is a joy to work with and would make a great Treasurer.

**Nominee's knowledge of redevelopment in the State of Florida?**

Brenda Thrower has 27 years of redevelopment experience in the State of Florida. She began her career in Pensacola, Florida working as a Planner for Escambia County Growth Management Department where she was responsible for completing the County's first Post Disaster Redevelopment Plan. This plan, a requirement of the State and Federal government to be eligible for FEMA funding in the event of a natural disaster, was quickly adopted in the summer of 1995 following two hurricanes that hit the coast. Brenda also worked in Stuart, Florida for the Martin County Growth Management Department for a short time before moving to Tampa to work for the city (Ybor City Development Corporation). In 1996, Tampa had only the Downtown and Ybor CRA districts but added 5 additional CRA's in 2004, which she was involved with. Recently, she managed the East Tampa CRA, the largest CRA in the State of Florida, coordinating the 2021 Strategic Action Plan update as well as helping develop new economic development, neighborhood improvement, and affordable housing programs for the community.

## **BRENDA W. THROWER**

4527 Pine Hollow Drive, Tampa, FL 33624

(813) 361-3605

[brenda.thrower@gmail.com](mailto:brenda.thrower@gmail.com)

### **SUMMARY**

*Positive and knowledgeable professional with over 25 years of local government and non-profit management experience in economic development, community redevelopment, urban planning, historic preservation, arts and cultural promotion, grant administration, district marketing, special events management, communications and public relations. Extensive experience working successfully with diverse groups, community stakeholders, local businesses and others while managing multiple redevelopment projects, programs and creative initiatives.*

### **EXPERIENCE**

#### **INTERIM COMMUNITY REDEVELOPMENT AREA (CRA) MANAGER**

**Jan 2021-July 2021**

##### ***East Tampa Community Redevelopment Area (CRA)***

##### ***Community Redevelopment Department, City of Tampa***

- Served as Acting CRA Manager of the East Tampa CRA Office, managing daily operations and staff; reporting to CRA Board and City Administration; and responding to East Tampa community;
- Worked closely with the East Tampa Community Advisory Committee, East Tampa Community Revitalization Partnership and subcommittees arranging and staffing monthly public meetings; following up on information requests and recommendations; and making presentations;
- Lead staff member and liaison to consultant for the East Tampa Strategic Action Plan;
- Created new programs and initiatives for East Tampa CRA through a collaborative community advisory committee and neighborhood engagement process.
- Promoted a positive work environment and proactive team approach to problem solving.

#### **ECONOMIC DEVELOPMENT SPECIALIST**

**1997-Present**

##### ***Ybor City Community Redevelopment Area (CRA) & Ybor City Development Corporation,***

##### ***Economic and Urban Development Department, City of Tampa***

- Manage, plan and promote economic development initiatives for Ybor City's two Community Redevelopment Areas while providing excellent customer service to the public;
- Served as Acting Manager of the YCDC Office in the absence of the Ybor CRA Manager;
- Oversee the Ybor City Ambassador Program supervising contract employees and volunteer college interns;
- Promote Ybor City by providing Ybor district information tours to economic development organizations, professional groups, investors, travel writers, film location scouts, students and VIP/dignitaries;
- Administer development incentive programs to attract private investment and activity in Ybor City;
- Work closely with the YCDC Board, committees and community to prioritize, plan and implement the annual Community Redevelopment Area (TIF) budgets;
- Track new business development, capital improvement projects and the district's redevelopment progress for the annual report and tax increment financing (TIF) budget;
- Market redevelopment opportunities and incentives to potential investors, developers and realtors (i.e. website, promotional materials, consultation and available property list);
- Create and implement an annual district marketing and public relations plan, which received statewide awards of excellence from the Florida Redevelopment Association;
- Produced the CTTV cable show, *Ybor Flavors*, and quarterly *Ybor Legend* newsletter;
- Staff the YCDC Board and several committees (i.e. Culture, Arts and Special Events, District Marketing and Grant Review) and coordinate city services for Ybor City special events;
- Serve as a key liaison between external community stakeholders and internal city staff on redevelopment issues, including regulatory, services and infrastructure;
- Lead staff writer for correspondence and public speaker to professional and civic groups;
- Represent Ybor City on community boards, professional associations and at local events;
- Managed a \$2.5 million Economic Development Administration (EDA) Grant for Capital Improvement projects for Ybor City's business district.

**URBAN PLANNER II****1996–1997*****Ybor City Development Corporation, Economic and Urban Development Department, City of Tampa***

- Managed planning programs and initiatives for Ybor City and the surrounding areas;
- Facilitated the community planning process for Ybor South neighborhood redevelopment program which included planning studies, community meetings, public presentations, and consensus building;
- Staffed several committees including: Comprehensive Planning, Business and Economic Development, Capital Improvements and Noise Ordinance;
- Coordinated land development regulations related to parking, transportation, real estate, land development, economic development, neighborhood planning, design review and housing.

**PLANNER II, Comprehensive Planning****1995-1996*****Martin County Board of County Commissioners, Growth Management Department, Stuart, FL***

- Administered three state historic preservation grants for the county;
- Staffed the Jensen Beach CRA and assisted with their commercial revitalization program;
- Managed the county's Lands for You program, a \$20 million land acquisition program;
- Submitted five management plans for the Florida Communities Trust's preservation grants;
- Prepared comprehensive plan amendment reports and organized the citizen participation process;
- Updated the comprehensive plan's Arts and Culture and Recreation/Open Space Elements for the state's five-year progress report.

**PLANNER I, Special Projects****1994-1995*****Escambia County Board of County Commissioners, Growth Management Department, Pensacola, FL***

- Prepared statistical data to support compliance documents for Escambia County's Comprehensive Plan;
- Served as the county's park planner responsible for the Conservation/Coastal Management, Open Space/Recreation, and Future Land Use Elements;
- Wrote Escambia County's first "Post Disaster Redevelopment Plan", which was adopted August 1995;
- Researched and reported on Historic Preservation and Beach and Shoreline Acquisition programs.

**LEADERSHIP,  
AWARDS &  
CERTIFICATES**

Board of Directors, Florida Redevelopment Association, 2016 - present  
 Chair, Hillsborough County Good Government Award Committee, 2014-present  
 FRA Academy Certified Trainer, 2021  
 USF Diversity, Equity and Inclusion in the Work Place Certificate  
 Adela Gonzmart Award, Ybor City Museum Society's Legacy Award Recipient, 2017  
 Ybor City Historic Holiday Spirit Planning & Design Award, 2017  
 Vice President, Tulane Alumni Association's Tampa/St. Petersburg Club, 2016- 2019  
 Board of Directors, Krewe of Ann Jeffrey, 2019-present  
 YCDC Representative, Ybor City Chamber of Commerce Marketing Committee, 2014-present  
 Advisory Committee, Tampa Hillsborough Film & Digital Media Commission, 2014-present  
 Board of Directors, Ybor City Saturday Market, Inc., 2005-present  
 Hillsborough County's Commission on the Status of Women, 2005-2008  
 President, City of Tampa Toastmasters Club "The Speaker's Circle", 2005-2006  
 Graduate, Tampa Bay Community Leadership Program, USF, 2004  
 President, Suncoast Chapter of American Society for Public Administration, 2004  
 Co-Chair, Florida Redevelopment Association's Annual Conference, 2003  
 The Tampa Connection Class, 2001  
 President, Ybor City Jaycees, 1997  
 Chief Graduate Assistant, Dean of UNO's College of Urban and Regional Planning, 1992-1994  
 Student Representative, American Collegiate Schools of Planning, 1993  
 President, Urban Studies Student Association, 1992-1993  
 Vice President, Public Administration Society, 1991-1992

**EDUCATION**

**Master of Urban and Regional Planning (MURP); University of New Orleans, New Orleans, LA August 1994**  
**Master of Public Administration (MPA); University of North Florida, Jacksonville, FL April 1993**  
**Bachelor of Arts in Political Economy (BA); Tulane University, New Orleans, LA May 1990**



# REDEVELOPMENT ASSOCIATION

## 2021-22 Board of Directors Nomination Form

*All nominations must be submitted no later than July 16th prior to the Board of Directors meeting on Saturday, August 14, 2021. (See Nomination Guidelines on page 3.)*

**Please attach a copy of their resume to this form when submitting.**

Position: Board Member or Elected Official (**circle one**)

Nominator: Peter Altman

Nominee: Councilwoman Mary Estimé-Irvin

Nominee's title/business or agency name (must be an FRA member):

Councilwoman/ City of North  
Miami

Address: 776 NE 125 Street North Miami, FL 33161

Email: mestime-irvin@northmiamifl.gov

Phone Number: 305-244-5954

County: Miami-Dade

Why should the nominee be in this position?

As a resident, turn advisory board member, and now Councilwoman of the  
City of North Miami, I am an engaged member of the North Miami Community  
Redevelopment Agency. I am proud to say that I have watched the growth and  
participated in the strengthening of our North Miami Redevelopment Agency.

How long has the nominee been active with FRA? How was he/she active?

I have been a member of the FRA since 2011. As a board member of the North Miami Community Redevelopment Agency, I worked with our City Council to advise and understand how we could create new economic development within the City of North Miami. As a Councilwoman, I worked with the Executive Director, to create the City of North Miami's first Art in Public Places Initiative. In addition, I was among the Councilmembers who voted to create an economic plan to help save the businesses of our community who were affected by the COVID-19 Pandemic.

What committee would they like to serve on?

Legislative or Marketing and Public Relations.

Other reasons why this person would benefit the FRA in this position

UNDER REPRESENTED GEOGRAPHIC AREA  
ON THE BOARD. AS MY TERM AS  
Elected OFFICIAL WITH END IS SPRING,  
THE PERSPECTIVE AND PARTICIPATION  
OF ELECTED BOARD MEMBERS CONTINU  
AT PRESENT RATE GOING FORWARD.

Nominee's knowledge of redevelopment in the State of Florida

SEE RESUME ATTACHED



**ACCOMPLISHED ENTREPRENEUR/ CIVIC & COMMUNITY SERVANT**

Entrepreneur offering a strong background and over 10 years experience managing Staffing and Recruiting.

Collaborate with business, media, community and civic leaders

Strong advocate of economic literacy and civic engagement

**Visionary, challenge-driven, successful professional leader in both business, advocacy, civic and community arenas.**

Natural and persuasive communicator recognized among colleagues for keen ability to energize and inspire individuals to work toward achieving common goal, excel in creating consensus among divergent groups.

**Studied Management and International Business at Florida International University (FIU)**

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**CIVIC / COMMUNITY LEADERSHIP ROLES**

**NORTH MIAMI CITY COUNCIL, 3 YEARS**

- Elected and re-elected to prestigious City Councilwoman position to represent over 15,000 constituents. Accumulated a wealth of knowledge in City Government.
- Provide strategic direction to the City Manager and Executive CRA to spur business Economic Development during all phased of economic development projects including contract negotiations, lease negotiations, media and public relations activities. Currently in negotiation stage with several developer eager with development projects anticipated to generate \$3.5 millions dollars in ad valorem tax revenue, stimulate job creation, strongly encourage workforce sand affordable housing to low income residents.
- Championed a Downtown Economic revitalization Program, the City's corridors in my district to elevate and work with numerous small businesses. Introduced several economic development incentives to small business owners during COVID-19.
- Member and serve on the Land Use & Economic Development committee of Florida League of Cities
- Attend several conferences annually (*P3, Florida Redevelopment Agency, Sister Cities, Florida Leagues of Cities and National League of Cities*) to learn best practices locally and nationally

**LEADERSHIP AS NORTH MIAMI RESIDENT**

Served as a member of several business and community boards, including:

- Board member of North Miami Senior Foundation
- Former Vice Chair of North Miami Community Redevelopment Agency Advisory Board
- Former Secretary of the North Miami PAL,
- Former Chair of the North Miami Personnel Board,
- Former board of Trustee of North Miami Chamber of Commerce,
- Former board member of Haitian American Chamber of Commerce of Florida
- Former Secretary of the North Miami Educational Foundation.

## **EXPERIENCE**

### **MANAGING PARTNER OF ESTIME & IRVIN CONSULTING, LLC. 2017- PRESENT**

- Recruit and maintain relationship with clients.
- Advised numerous small business and political candidates on strategic planning

### **PRESIDENT AND CHIEF EXCEUTIVE OFFICER OF E&I ASSOCIATES | 2011 - 2015**

- Oversaw strategic business decision-making to develop, enhance and enforce business mission.
- Analyzed and determined course of action to align operations and revenue performance with organizational goals.
- Revitalized busines plans and realigned company objectives to increase overall profits.

## **RECOGNITION**

- Pearls of Wisdom, Community Advocate Awards
- Florida Leagues of Cities, Home Rule Hero Awards

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021-22 Board of Directors Nomination Form**

*All nominations must be submitted no later than August 6th prior to the Board of Directors meeting on Friday, August 20, 2021. (See Nomination Guidelines on page 3.)*

***Please attach a copy of their resume to this form when submitting.***

Position: Board Member or Elected Official **(circle one)**

Nominator: Jeff Burton

Nominee: Miles G. Ballogg

Nominee's title/business or agency name (must be an FRA member): Senior Principal -Brownfields and Economic Development Practice Leader

Address: 1620 Clearview Ave. Clearwater, FL 33756

Email: miles.ballogg@Cardno.com

Phone Number: 727-423-1587

County: Pinellas

Why should the nominee be in this position? Mr. Ballogg has Over 25 years of Brownfields development experience and experience on working with complex redevelopment issues within CRAs throughout the state of Florida. He is a past and founding Board Member of the Florida Brownfields Association, Current Board Member of the Florida Community Development Association and co-chair of the National Brownfields Environmental Justice and Public Health Committee. He is an advocate for low income and minority Communities and

feels that CRAs re a viable tool to make positive changes within these communities.

How long has the nominee been active with FRA? How was he/she active?  
Miles has been a member of the FRA for nearly 20 years and has served on past conference comittees and has presented on redevelopment issues on multiple occasions.

What committee would they like to serve on? Conference committee and where needed.

Other reasons why this person would benefit the FRA in this position – synergies created thought relationships with other organizations that are focused on redevelopment throughout the State of Florida.

Nominee's knowledge of redevelopment in the State of Florida-  
Over 25 years working on complex redevelopment issues and working with over 50 communities on Brownfields and other redevelopment issues. Many of these communities are within CRAs and many are within underserved communities.

# Miles Ballogg Bio

Mr. Ballogg serves as the Brownfields Practice Leader and Economic Development Director for Cardno. He assists public and private sector clients with land redevelopment programming, assessment, and remediation, specifically in environmentally-blighted areas. Miles has been involved in the implementation of both federal and state Brownfields programs for over 25 years including during their inception. He is a strong advocate for environmental justice and has been recognized as the National Leader of the "Healthfields Movement" by utilizing Brownfields and other leverage resources to improve access to health care for underserved communities.

Miles provides comprehensive programmatic support, technical assistance, and project coordination for numerous Brownfield Redevelopment Projects utilizing EPA Assessment, Cleanup Multi-Purpose, and Cleanup Revolving Loan funding. He successfully assisted clients in obtaining over \$150 million in EPA Brownfields and other redevelopment-related grants and incentives. Miles has assisted more than 50 clients (including government agencies, non-profits, and private sector developers) with Brownfields consulting, grant writing services, and programmatic support to facilitate the transformation of environmentally-impaired properties into benefits to their communities.

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021-22 Board of Directors Nomination Form**

*All nominations must be submitted no later than July 16th prior to the Board of Directors meeting on Saturday, August 14, 2021. (See Nomination Guidelines on page 3.)*

***Please attach a copy of their resume to this form when submitting.***

Position: Board Member or Elected Official (**circle one**)

Nominator: Jeff Burton

Nominee: Mark J. Bennett

Nominee's title/business or agency name (must be an FRA member):

Development Services Director, City of Lake Wales, FL

Address: 201 West Central Avenue, Lake Wales, FL 33853

Email: mbennett@lakewalesfl.gov

Phone Number: (863) 678-4182 X 291

County: Polk

Why should the nominee be in this position?

The nominee should be in this position because they have a strong interest and passion for redevelopment. Based on their experience and interest, the nominee can serve as an advocate for redevelopment. Given the continuous scrutiny that CRAs receive, this advocacy is vital to continue redevelopment efforts throughout the State.



How long has the nominee been active with FRA? How was he/she active?

Nominee has been active with FRA since 2017, thru membership with the City of Haines City (previous employer). Nominee has participated in several FRA conference, and has obtained the FRA-RP designation.

What committee would they like to serve on?

Open to any committee. The nominee has previously served on the APA-Florida Legislative Affairs Committee, and was Legislative Affairs representative for APA-Florida Heart of Florida Section

Other reasons why this person would benefit the FRA in this position

Nominee's extensive experience (32 years) in urban planning will benefit the FRA by promoting the coordination of redevelopment and urban planning activities.

Nominee's knowledge of redevelopment in the State of Florida

Nominee has participated in redevelopment both as an Advisory Committee member (Lake Wales CRA Advisory Committee 2015-2019) and as a public official (City of Haines City 2017-2020, City of Lake Wales, 2020-present). Nominee has participated in numerous redevelopment projects and activities.

## **Mark J. Bennett, AICP**

Experienced Professional in urban planning, zoning, and land development, both in the public and private sector. Proven leader, manager, and entrepreneur.

Professional Goal – Create Better Communities!

### **Contact Information:**

P.O. Box 1696, Lake Wales, FL 33859  
(863) 528-9165 (cell)  
markjohnbennett66@gmail.com

### **Education:**

University of South Florida, Tampa, FL, Bachelor of Arts - Major - Geography  
University of Central Florida, Orlando, FL, Master of Public Administration  
Royal Military College of Canada, Toronto, ON, CA, Master of Defence Studies  
Naval Postgraduate School, Monterey, CA, Graduate Certificate - Stability, Security, and Development in Complex Operations  
University of South Florida Muma College of Business Post-Crisis Leadership Certificate Program  
University of South Florida Community Real Estate Development Certificate

### **Memberships:**

American Institute of Certified Planners (AICP) Certificate Number 11241  
Florida Redevelopment Association – Redevelopment Professional (FRA-RP) Certification  
Polk County Board of County Commissioners Affordable Housing Advisory Committee  
Polk Transportation Planning Organization Technical Advisory Committee  
Chair, Polk County Joint Airport Zoning Board  
Haines City/Northeast Polk Chamber of Commerce Leadership Class X  
University of South Florida School of Public Affairs Master of Urban and Regional Planning Advisory Council  
Reserve Officers Association, Military Officers Association of America - Imperial Polk County Chapter, American Legion, Veterans of Foreign Wars, 1<sup>st</sup> Cavalry Division Association

### **Past Memberships:**

City of Lake Wales Planning Board  
City of Lake Wales Community Redevelopment Agency Citizens Advisory Committee  
Investor, Central Florida Development Council; Talent Pipeline Team (Joint committee with Polk Vision)

### **Professional Planner Experience:**

Development Services Director, City of Lake Wales, FL – August 2020 to present – Responsible for Department responsible for urban planning/zoning, building permitting/inspections, and code enforcement activities. Served as City Planner from July 1998 to November 2000, and as Acting Community Services Director from March to June 1999. Previously served as the Development Services Director from January 1996 to June 1997.

Deputy Director of Development Services/CRA Manager, City of Haines City, FL – July 2017 to August 2020 – Responsible for the City's Community Redevelopment Agency, community-development related activities, and special projects for a rapidly growing city of 25,000+ residents comprising 20 square miles. Served as Director of Development Services in absence of Director.

Previously served as City Planner from November 1997 to July 1998, and Planning Manager from March 2007 to April 2015.

Planning Director/Principal, Ridge Professional Group – April 2015 to May 2017 – Responsible for all urban planning and zoning functions for an eight-employee land development consulting firm specializing in permitting and engineering design. Also part-owner of firm, with additional duties of marketing, sales, and public relations.

Principal Planner, Land Development Division, Polk County Board of County Commissioners, Polk County, FL – February 2006 to March 2007 – Conducted current-planning activities, including review of Planned Developments, Conditional Uses, Variances, Construction Plans and Subdivision Plats. Coordinator of project reviews for Current Planning Section. Supervised two planners. Previously served from January 1989 to January 1996. Initially hired as an intern, was promoted to Planner I, II, III, and Senior Planner.

Urban Planner – Bennett Consulting Services - July 2001 to February 2006 - Owner of urban planning consulting firm, specializing in subcontracting work for planning & civil engineering firms. Projects include processing Comprehensive Plan Amendments, Planned Developments, creation and implementation of annexation and sector plans, due diligence analysis for prospective land purchases, and property development potential analysis. Served as City Planner for Frostproof, FL from March to August 2005. Provided subject-matter expertise/testimony for clients before Polk County, Lake County, and the Cities of Lakeland, Winter Haven, and Lake Wales.

Planning Services Manager/Business Development Manager – M. T. Causley, Inc. – October 2002 to June 2003 - Contract position, responsible for urban planning services and business development activities (including sales, marketing, personnel and project management) for central Florida area.

Site Acquisition/Zoning Specialist – iTactical Services – November 2000 to October 2002 – Contract position, responsible for selection, acquisition/purchase of property, and obtaining zoning/development approval for placement of communications towers.

Zoning Specialist, SBA Communications Corporation - June to November 1997 - Responsible for siting, zoning, and permitting 20 sites to establish the Sprint PCS network in the Tampa Service Area.

#### **Military Experience:**

US Army Reserve (Retired) - April 1989 to May 2019 – Final Rank – Colonel. Key Assignments included Civil Affairs Planning Team Chief, 350<sup>th</sup> Civil Affairs Command, Pensacola FL, with duty at US Southern Command, Doral, FL; Commander, 3<sup>rd</sup> Battalion, 349<sup>th</sup> Regiment (Logistics Support), Camp Shelby, MS; Commander, 5<sup>th</sup> Battalion, 95<sup>th</sup> Regiment, (Civil Affairs/Psychological Operations), Lubbock, TX; Civil Affairs Analyst, US Special Operations Command, MacDill Air Force Base, Tampa, FL; Battalion Executive Officer and Commander, A Company, 478<sup>th</sup> Civil Affairs Battalion, Perrine, FL; and Public Works Officer/Essential Services Team Leader, 1<sup>st</sup> Armored Division/1<sup>st</sup> Cavalry Division Governorate Support Team, Baghdad, Iraq.

Significant Awards and Decorations include the Combat Action Badge, Bronze Star (Meritorious Service) and the Parachutist Badge.

Resume of Service Career available upon request.

#### **Hobbies/Personal Interests:**

Reading, attending University of South Florida athletic events, and spending time with wife Melissa and their two children.

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021-22 Board of Directors Nomination Form**

*All nominations must be submitted no later than July 16th prior to the Board of Directors meeting on Saturday, August 14, 2021. (See Nomination Guidelines on page 3.)*

**Please attach a copy of their resume to this form when submitting.**

Position: Board Member or Elected Official (circle one)

Nominator: TONI SHAMPLAIN

Nominee: STEPHEN COX

Nominee's title/business or agency name (must be an FRA member):

EXECUTIVE DIRECTOR BARTOW COMMUNITY REDEVELOPMENT AGENCY

Address: 450 N. WILSON AVE., BARTOW, FL, 33830

Email: SCOX.CRA@CITYOFBARTOW.NET

Phone Number: 863-534-0121 (OFFICE) 850-322-3516 (CELL)

County: POLK

Why should the nominee be in this position?

MR. COX IS PASSIONATE ABOUT REDEVELOPMENT AND THE  
COMMUNITY HE SERVES. HE IS ONE OF THE FUTURE  
LEADERS OF OUR FIELD.

How long has the nominee been active with FRA? How was he/she active?

MR. COX HAS BEEN ACTIVE WITH FRA FOR THE LAST NINE YEARS. MR. COX HAS PRESENTED AT THE ANNUAL CONFERENCE IN 2017.

What committee would they like to serve on?

MR. COX WOULD LIKE TO SERVE ON THE FRA BOARD.

Other reasons why this person would benefit the FRA in this position

MR. COX IS 40 AND REPRESENTS A YOUNGER GENERATION OF LEADERS. HIS VOICE AND PERSPECTIVE WOULD BE AN ASSET TO THE BOARD.

Nominee's knowledge of redevelopment in the State of Florida

MR. COX HAS KNOWLEDGE AND EXPERIENCE OF REDEVELOPMENT THROUGHOUT FLORIDA, PARTICULARLY IN THE PANHANDLE AND CENTRAL FLORIDA. HE IS QUITE FAMILIAR WITH MANAGING CRAs WITH SMALLER BUDGETS.

# K. Stephen Cox, II

536 Ronshelle Ave. Haines City, FL 33844 (850) 322-3516 [kscox1985@gmail.com](mailto:kscox1985@gmail.com)

## PROFESSIONAL SUMMARY

Highly organized and self-motivated individual with eight (8) years of experience in municipal planning/community development primarily in county and city government complemented with expertise knowledge in modern practices and principles of city/urban planning. Four (4) years of experience in the private sector designing small and midsize planned developments in Florida. Possess strong interpersonal skills to effectively communicate with the City Council, staff, and residents while efficiently negotiating with government officials, financial institutions and community organizations. Able to effectively develop relationships with municipalities, community stakeholders, regulatory bodies, commissions, local governments, contractors, property owners, fellow workers and the general public.

## PROFESSIONAL EXPERIENCE

### **Bartow Community Redevelopment Agency, Bartow, Florida**

*Executive Director*

**(1/2015-Present)**

- ❖ Developing and implementing the Redevelopment Plan.
- ❖ Planning and budgeting for capital improvements and redevelopment projects.
- ❖ Serving as the representative/liaison to the community (public and private).
- ❖ Negotiating consultant and builder contracts.
- ❖ Effectively market, recruit, and communicate with community groups, residents, business owners.
- ❖ Knowledge of modern principles of planning procedures.

### **Panama City Community Redevelopment Agency, Panama City, Florida**

*Program Manager*

**(5/2013-1/2015)**

- ❖ Knowledge of Florida Statute Chapter 163, Part III.
- ❖ Knowledge of the development process and managing department budget.
- ❖ Ability to delegate tasks and disseminate information in a clear and concise manner.
- ❖ Attended Advisory Committee meeting and prepared agendas and meeting materials.
- ❖ Submit purchasing and procurement requests.
- ❖ Knowledge of urban planning principles, theories, and procedures.
- ❖ Knowledge of laws, ordinances, and regulations of community redevelopment.
- ❖ Knowledge and understanding of community engagement strategies.

**Planning Department for the City of Deltona, Florida**

***Planning Intern***

**(6/2012-8/2012)**

- ❖ Knowledge of state, local, and federal organizations such as MPOs, TPOs, and DOTs.
- ❖ Knowledge of the State Housing Initiative Program (SHIP), the Neighborhood Stabilization Program (NSP), and the Community Redevelopment Agency (CRA).
- ❖ Knowledge of principles, practices, and procedures related to City and regional planning and zoning administration, including applicable laws and regulations.

**HDR Engineering, Inc., Panama City, Florida**

***Landscape Designer***

**(5/2006-11/2009)**

- ❖ Proficient in various specialized computer software such as Adobe Creative Suite 5, Google SketchUp, AutoCAD, and ESRI ArcView.
- ❖ Proficient at reading architectural blueprints, landscape design plans, and site plans.
- ❖ Ability to interpret, apply and explain complex laws, codes, regulations, and ordinances.

**EDUCATION**

**Virginia Polytechnic Institute and State University, Blacksburg, Virginia**

***Masters in Urban and Regional Planning (2016)***

**Florida Agricultural and Mechanical University, Tallahassee, Florida**

***Masters in Landscape Architecture (2006)***

**Florida Agricultural and Mechanical University, Tallahassee, Florida**

***B.S. in Business Administration (2003)***

**PROFESSIONAL ACHIEVEMENTS AND AFFILIATIONS**

Heartland for Children, Board of Directors Member	(2020 - present)
Florida Certified Public Manager	2018
Bartow Economic Development Council, Founding Member	(2016 - present)
Bartow Board of Realtors, Guest Speaker	2016
Kiwanis Club of Bartow, Guest Speaker	2015
Bartow Chamber of Commerce Committee of 100, Guest Speaker	2015
Florida Redevelopment Association (FRA), Member	(2013 - present)
American Planning Association (APA), Member	(2010 - present)
Alpha Phi Alpha Fraternity, Inc., Member	(2011- present)
American Society of Landscape Architects (ASLA), Associate Member	(2003 - 2010)
Florida ASLA Honor Award Recipient	2007
Association of Collegiate Schools of Architecture (ACSA), Guest Speaker	2004

**PROFESSIONAL REFERENCES UPON REQUEST**

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021-22 Board of Directors Nomination Form**

*All nominations must be submitted no later than July 16th prior to the Board of Directors meeting on Saturday, August 14, 2021. (See Nomination Guidelines on page 3.)*

***Please attach a copy of their resume to this form when submitting.***

Position: Board Member or Elected Official **(circle one)**

Nominator: Ken Thomas, Board Treasurer

Nominee: Sherri Baker Curtis

Nominee's title/business or agency name (must be an FRA member):

Principal Planner/ City of Tallahassee CRA

Address: 301 S. Adams Street Tallahassee, FL 32301

Email:

sherri.curtis@talgov.com

Phone Number: (850)891-8354

County: Leon

Why should the nominee be in this position?

Ms. Curtis has working with the City of Tallahassee CRA where she has been serving residents and business owners in the two CRA district for more than ten years. She has aided in amending the Greater Frenchtown/Southside (GFS) CRA Redevelopment Plan to help guide redevelopment activities in the area. In addition to working with the GFS Citizens Advisory Committee to develop a Strategic



Investment Plan that prioritize goals which to guide CRA investment activities. She has assisted neighborhoods in creating and implementing neighborhood plans. She has a strong commitment and desire to see communities flourish. Ms. Curtis leadership abilities and passion would serve well in this position.

How long has the nominee been active with FRA? How was he/she active?

Ms. Curtis had been active with FRA since 2011. She has attended numerous conferences and classes over the years, graduating with the FRA Redevelopment Administrator certificate in 2013.

What committee would they like to serve on?

With her experience preparing and managing the Tallahassee CRA budget and expenses, Ms. Curtis has an interest in serving on the Finance Committee. She also would be interested in assisting with the Public Relations Committee to aid in promoting the FRA. However, Ms. Curtis would be please to serve wherever she is needed.

Other reasons why this person would benefit the FRA in this position

Ms. Curtis knows the importance of educating our communities and investing in those areas with the most need. Her background as a certified planner in land use planning, and an as a revenue analyst would bring diverse skills to help benefit the FRA. She has worked with other FRA members to reflect positive change to North Central Florida CRA communities. Her approach to challenges and perseverance would bring new energy to any organization.

Nominee's knowledge of redevelopment in the State of Florida

The process of amending the GFS Redevelopment Plan and expanding the boundaries of the redevelopment district twice, has allowed Ms. Curtis an opportunity to study Chapter 163 Part III in great depths. She realizes there are a number of areas impacting Florida's redevelopment efforts, and how each area views redevelopment differently, from our coastal areas and waterways to farmlands and metropolitan cities. Ms. Curtis understands how redevelopment can positively transform a community, but she also understands there a delicate balance one must maintain ensuring the transformation does not negatively impacting the current residents.

# SHERRI A. BAKER CURTIS

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Sherriann321@gmail.com ♦ 2225 Potts Road, Tallahassee, FL 32308 ♦ (850) 509-4986

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*Certified Planner and Redevelopment Administrator with 10+ years of experience in public planning, government budgeting and finance, and redevelopment practices. Possess an MPA.*

## CERTIFICATION

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AICP – American Institute of Certified Planners, 2010

FRA-RA – Florida Redevelopment Association, Redevelopment Administrator, 2013

## PROFESSIONAL EXPERIENCE

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**CITY OF TALLAHASSEE COMMUNITY REDEVELOPMENT AGENCY, Tallahassee, FL**

*Principal Planner*

*April 2015 – Present*

- Coordinate with the Executive Director and the Program Director in developing, implementing & managing various projects & programs based on direction from CRA Board.
- Assist CRA Program Director in preparation of the fiscal year budget.
- Verify and complete financial reports for the CRA Annual Report.
- Review and evaluate the CRA performance measures for publishing in the CRA Annual Report as required by Chapter 163 Florida Statutes.
- Prepare the CRA Year-End Budget Close Out by comparing the adopted budget with the actual expenditures throughout the fiscal year.
- Supervised Program Planner for four years.

**CITY OF TALLAHASSEE COMMUNITY REDEVELOPMENT AGENCY, Tallahassee, FL**

*Economic Development Planner*

*January 2008 – March 2015*

- Administer and manage City programs such as Historic Property Grant & Loan Program
- Coordinates with other city departments such as Growth Management & Planning concerning planning and other economic development efforts with specific projects.
- Assisted the Program Director in managing and administering the Targeted Business and the Qualified Targeted Industries Programs.
- Monitor and tracks projects and contracts through PeopleSoft Financial system.
- Develops, implements & manages projects & programs based on direction from CRA Board.

**FLORIDA DEPARTMENT OF REVENUE, Tallahassee, FL**

*Various Positions within 15+ year career*

*August 1987 – August 2002*

- Developed, implemented, and administered a variety of programs including intangible tax, corporate income tax and documentary stamp tax.
- Coordinated and trained other divisions on implementing intangible tax policy.
- Trained other personnel throughout the State on various tax programs and Train-the Trainer.
- Supervised Collection Specialist I's and II's.

## EDUCATION

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**FLORIDA A&M UNIVERISTY**

Bachelor of Science in Business, December 1987

**FLORIDA STATE UNIVERISTY**

Master of Public Administration, December 2000

**FLORIDA STATE UNIVERISTY**

Master of Science in Planning, May 2004

## SKILLS & INTERESTS

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**Skills**

Proficient in Microsoft Word, PowerPoint, Excel, and PeopleSoft Financials

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021-22 Board of Directors Nomination Form**

*All nominations must be submitted no later than July 16th prior to the Board of Directors meeting on Saturday, August 14, 2021. (See Nomination Guidelines on page 3.)*

**Please attach a copy of their resume to this form when submitting.**

Position: Board Member or Elected Official (**circle one**)

Nominator: Adam Rossmell

Nominee: Marc Kleisley

Nominee's title/business or agency name (must be an FRA member):

Burkhardt Construction, Inc. - Vice President

Address: 1400 Alabama Avenue, West Palm Beach, FL 33401

Email: marc@burkhardtconstruction.com

Phone Number: 561-659-1400

County: Palm Beach

Why should the nominee be in this position?

Marc would be a great asset for the committee because  
of his depth of knowledge in the construction industry in  
downtown redevelopment projects working almost exclusively for  
local governments and CRA's.

How long has the nominee been active with FRA? How was he/she active?

15+ years serving on the board, attending + participating conferences, and presenting at conferences 20+ years as a sponsor and exhibitor.

What committee would they like to serve on?

Conference

Other reasons why this person would benefit the FRA in this position

He would bring a different perspective as a contractor.

Nominee's knowledge of redevelopment in the State of Florida

Extensive redevelopment knowledge on the contractor's side from ~~person~~ overseeing many downtown streetscape + redevelopment projects in south and central Florida for the last 27 years as part of the Burkhardt construction team.

## Jan Newton

---

**From:** Amber Hughes  
**Sent:** Tuesday, July 13, 2021 1:37 PM  
**To:** toni Shamplain; Ken Thomas; ghamilton; Jeff Burton  
**Cc:** Jan Newton  
**Subject:** RE: Attorney review of proposed action

Good afternoon. I hope everyone is doing well. A few weeks ago I asked Cliff for clarification on the by-laws changes relating to nominations that were approved by the board last year. He and Jacob answered my questions, so I think we have a clear path forward. Like you, I want to ensure that we are following the by-laws.

Based on my questions, here is the response from the attorneys. I also had a follow-up conversation with them to discuss their responses.

1. There is no term limit for at-large directors until after the 2025 election. This means that all persons are eligible to run for at-large director up through the 2025 election.
2. The at-large directors being elected this year get elected to four-year terms, as normal, as terms expire with the 2025 election.
3. Elected at-large director terms from 2022-24 will expire in 2025.

In a nutshell all current at-large directors (unless they resign) will remain in their positions until 2025. The five at-large directors whose terms would have expired this year prior to the by-laws changes that were adopted in October 2019. Obviously, with the two by-laws changes that is no longer the case. Two of them are resigning, one is running for Treasurer and I am in the process of reaching out to the other two to see if they have want to stay on the board.

If you still feel that a Zoom meeting is needed so that the Nominations Committee feels comfortable with the process, I am happy to set that up. I do know that Cliff is currently out of the office having surgery.

Please let me know your thoughts.

Regards,

Amber

---

**From:** Shamplain, Toni <tshamplain@pcgov.org>  
**Sent:** Tuesday, July 13, 2021 1:18 PM  
**To:** Amber Hughes <AHughes@flcities.com>; Jan Newton <JNewton@flcities.com>; Ken Thomas <ken.thomas@leesburgflorida.gov>; ghamilton <ghamilton@ci.zephyrhills.fl.us>; Jeff Burton <jburton@palmettocra.org>  
**Subject:** Attorney review of proposed action

Good afternoon. I am requesting the consultation of the FRA attorney to assist with the Nomination process as we move through our reset by-laws. This action is needed to ensure we do not fumble our process after we have already corrected our by-laws. During the correction process of the by-laws I remember Cliff stating the lack of clarity regarding when terms ended. I would like staff to arrange a zoom meeting that should last no longer than 30 minutes and this meeting must take place before the August Board meeting. I am not sure of the cost, but it is my understanding that Cliff is on retainer. Amber, please advise. Thanks everyone. If there are any questions/ concerns feel free to contact me.

--

Toni Shamplain, FRA-RA  
Certified Redevelopment Administrator  
**President, Florida Redevelopment Association**  
CRA Program Manager  
Panama City Community Redevelopment Agency  
501 Harrison Avenue  
Panama City Florida 32401  
(850) 872-7230  
(850) 625-2016 Cell  
[tshamplain@pcgov.org](mailto:tshamplain@pcgov.org)

*Under Florida law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public records request, do not send electronic mail to this entity. Instead, contact this office by phone or in writing.*

## **V. MEMBERSHIP**

# **Membership Committee Report**

August 2021

- A 2<sup>nd</sup> "Join FRA" invitation was sent to all CRAs who are not members.
- "Join FRA" invitations were sent to 272 cities who are not members.
- As of 8/14/2021 we have 14 new members.



## New Member Report

10/1/2020 – 8/20/21

### **Atlantic Pacific Communities, LLC**

Contact: Liz Wong  
161 N.W. 6<sup>th</sup> Street, Suite  
1020  
Miami, FL 33136  
(305) 357-4725  
lwong@apcompanies.com

### **Carras Community Investment**

Contact: Jim Carras  
1701 N.E. Sixth Street  
Fort Lauderdale, FL 33304  
(954) 415-2022  
carras@bellsouth.net

### **Craig Real Estate Development**

Contact: Craig Emmanuel  
19820 S.W. 83rd Avenue  
Cutler Bay, FL 33189  
(305) 502-8217  
craigemmanuel@gmail.com

### **Delray Beach Community Land Trust**

Contact: Evelyn Dobson  
145 S.W. 12<sup>th</sup> Avenue  
Delray Beach, FL 33444  
(561) 243-7500  
dobson@mydelraybeach.com

### **Eatonville Main Street**

Contact: Paula Bradshaw  
370 Kennedy Blvd.  
Eatonville, FL 32751  
(407) 543-8064  
pbradshaw@eatonvillecra.org

### **Empact Consultants, LLC**

Contact: Harold Byrd, Jr.  
P. O. Box 640  
Oneco, FL 34264  
(941) 803-0685  
hebyrdjr@empactconsultants.com

### **Town of Medley**

Contact: Victoria Martinez  
7777 N.W.  
72nd Avenue Medley, FL 33166  
(305) 887-9541  
vmartinez@townofmedley.com

### **Minneola Community Redevelopment Agency**

Contact: Mark Johnson  
P. O. Box 678  
Minneola, FL 34755  
(352) 394-3598  
mjohnson@minneola.us

### **City of Neptune Beach**

Contact: Kristina Wright  
16 1st Street  
Neptune Beach, FL 32266  
(904) 270-2400  
Cdd@nbfl.us

### **The Southern Group**

Contact: Taylor Mejia  
208 N. Laura Street, Suite 710  
Jacksonville, FL 32202  
(904) 425-8765  
mejia@thesoutherngroup.com

**RealTerm Energy**

Contact: Amy Reed  
201 West Street, Suite 200  
Annapolis, MD 21401  
(866) 422-5200  
marketing@realtermenergy.com

**Tampa Bay CDC**

Contact: Gil Martinez  
2139 N.E. Coachman Road  
Clearwater, FL 33765  
(727) 442-7075  
Gilbert.martinez@enterprisinglatinas.org

**Tetra Tech, Inc.**

Contact: Luke Davis  
8880 Freedom Crossing Trail,  
Suite 101  
Jacksonville, FL 32256  
(904) 596-7631  
Luke.davis@tetrattech.com

**Willdan Financial Services**

Contact: Rebekah Smith  
200 S. Orange Avenue, Suite  
1550  
Orlando, FL 32801  
(407) 872-2467  
rsmith@willdan.com

## **VI. ACADEMY**



## FRA Academy Update

Submitted by Mari Rains – UCF Institute of Government - May 17, 2021

### Recap of Deliverables for each Curriculum Design module:

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- PowerPoint & Instructor notes/timeline
- Participant Handouts/Study Guide
- Supplemental Materials for Appendices
- Engagement: Learning Activities added to each course (case studies, group discussion, quizzes, role play, videos, etc.)
- Exam: rewrite to ensure it is valid & reliable; aligns with learning objectives; analyze exam scores & do question item analysis
- Exam scoring via Scantron
- Evaluate success: review participant & instructor feedback, and exam scores
- FRA retains all ownership rights to the content

### Recap of Curriculum Design Process:

---

- Meet w/FRA Academy Task Force Committee & Board for direction
- Review existing content (PPT's, handout/study guides, exams, leader's guide, appendices) for removing outdated material and redundancies
- Phone calls with Subject Matter Experts (SME's) to discuss suggested revisions, areas of improvement, activities/case studies, and flow/sequencing
- Develop FRA Academy Branding for all materials

### MAJOR COVID Changes to Scope

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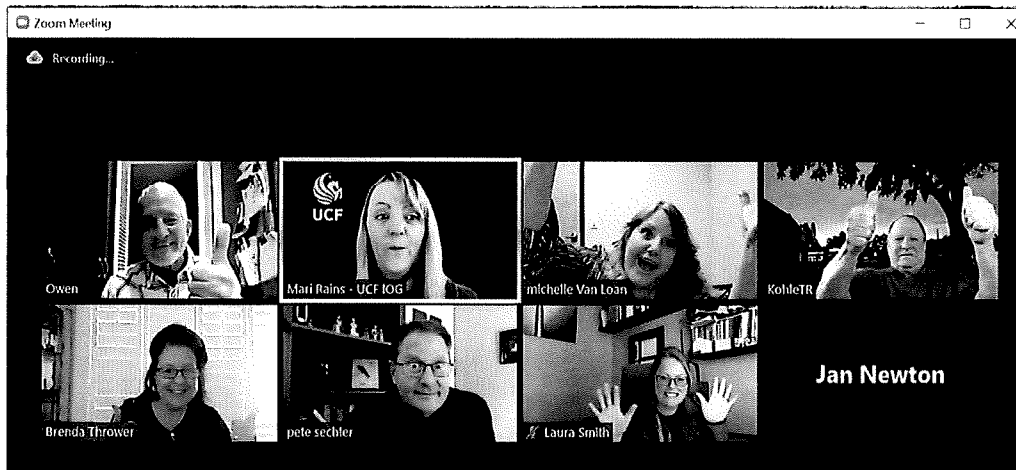
1. The scope on this project has grown and changed significantly due to COVID, thus the delays from the original timelines. The project started as solely a Curriculum Design revision, simply improving the Face to Face training programs and materials.
2. However, due to COVID, UCF IOG had to do the curriculum design revision, **AND simultaneously** modify the content for virtual learning, and host virtual instruction.
3. UCF IOG had to source and purchase an online learning platform (CANVAS), then create blended/hybrid learning options, where some learning is live with instructors, and some is done independently (virtually) in the learning platform. We have had to create these independent virtual modules.
4. UCF IOG had to also train and do 1:1 coaching of FRA Academy instructors so they were comfortable and confident in the virtual environment.
5. UCF IOG had to schedule and host virtual live workshops. Each time we host a virtual live workshop, I and another UCF IOG Moderator are in the virtual class to support the instructors and the students with tech support. I also then act as faculty and provide email/tech support for the independent Canvas learning modules.
6. The timeline has been further delayed due to the primary UCF IOG Consultant getting COVID, and having long-haul COVID issues.
7. It has also been further delayed by the limited availability of the FRA Subject Matter Experts (SME's), who have replied they are currently too busy to volunteer their time due to COVID or other CRA responsibilities. UCF IOG cannot revise FRA content without FRA subject matter experts.
8. We are making great progress, with great quality, but it has not been as quick as what FRA or UCF anticipated.

## FRA ACADEMY – SPECIFIC COURSE UPDATES

### Fully Completed & Taught

---

- Virtual Train the Trainer – Mari Rains Taught Virtual with Mini-Presentations Jan. 2021. 9 New Certified FRA Academy Trainers!! \* NOTE: Not everyone was able to stay for the duration of this final presentation so some Certified FRA Trainers are not included in the photo.



- CRA 101 – Carol W. taught live 2019; Tom K. taught virtual TWICE Oct. 2020; Mar. 2021)
- Operations & Capacity Building – Tom K. taught virtual Nov. 2020
- Budgeting, Funding, & Reporting – Gail H. taught virtual Jan. 2021
- Incentives – Tom K. & Owen B. taught virtual Mar.-Apr. 2021

### Nearly ready to teach Virtual – Need more instructor input for Virtual

---

- Housing – In revision process with SME's, could finish and teach in late June if Instructors are available.

### FRA Branded – pending availability of SME's (if SME's are available to revise, the UCF IOG can host 1 per month virtual in Summer or Fall,)

---

- Capital Project Management – UCF updated to new FRA brand, need to meet with SME's to refine content
- Redevelopment Program Management – UCF updated to new FRA brand, need to meet with SME's to refine content
- Infrastructure 1 Above Ground -- UCF updated to new FRA brand, need to meet with SME's to refine content

### Hold For Face to Face Training Online, Per Instructors

---

- Planning Strategically – UCF updated content to new FRA Academy brand. However, it includes as large/long group project which does not translate well to Virtual environment. Instructors prefer to hold until Face To Face training, if possible.

## No Revision per contract

- Infrastructure 2 – Underground

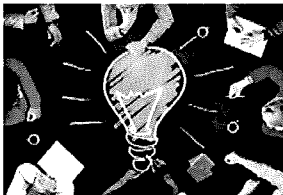
## Virtual vs. In Person Training

- Exam Pass/Fail rates have been consistent compared to in-person vs. virtual.
- Instructors prefer In-person training, based on comfort & based on interaction.
- However, the feedback from FRA participant evaluations indicated 70-90% (depending on the course) PREFER the flexibility of Virtual training.
- Research indicates COVID has changed the way we work; people now EXPECT more online options, and agencies will prefer less travel costs/time.
- You lose some networking elements with virtual training, however, the online learning activities FORCES some best practice sharing (public posts) and creates benchmarking and networking. Example below:

### Peer to Peer Benchmarking Activity

All Sections

There are so many Incentives that CRA's can use. Post below some of the incentives that have been successful for your CRA.



Search entries or author: Unread 1 1 1

✓ Subscribed

↶ Reply

Debbie Thomas  
Mar 31, 2021

Some of the Town of Davie CRA incentives are as follows:

- Property Improvements Grant
- Land Donations
- Tax Incentives
- Impact Fee Assistance
- Rental Reimbursement

↶ Reply 1 like

Antoine Williams  
Apr 6, 2021

Hi Debbie,

When you get a chance, can you share a link or email me [awilliams@cityofdavie.com](mailto:awilliams@cityofdavie.com) information on how Davie's Impact Fee Assistance works.

Thanks,

Antoine

↶ Reply

## **VII. PR & MARKETING**

SHARE:

[Join Our Email List](#)

[View as Webpage](#)

# THE FLORIDA REDEVELOPMENT ASSOCIATION



## THE LATEST MEMBER FORUM QUESTIONS

FRA's Q&A forum is **your go-to platform to find the answers, resources and information** you need for successful redevelopment projects and initiatives.

With the forum, FRA members can post questions, ideas and topics to discuss with other MyFRA users. This is not only a resource to find help, but a great way to **stay connected with other redevelopment professionals throughout the state.**

**The latest forum questions include:**

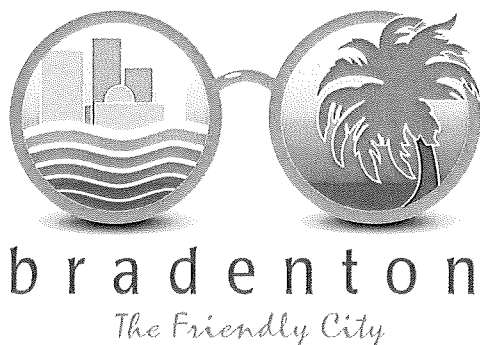
*Have any of you been contacted by DEO questioning reporting your CRA as a special district in an audit report and discovered the classification of the CRA was changed?*

*I am looking for some best practices to rehab a few apartment buildings. I don't want the landlord to get everything for free, since they are the reason for the poor living conditions on their property.*

*When a CRA ends, do the policies end as well, i.e., design standards, CRA overlay district zoning, etc.?*

**Help answer these questions and post your own today! [Click here](#) to join the forum.**





## THE LATEST RFPS AND RFQS

### Landlord Representation - City of Largo

The City of Largo is seeking proposals from qualified respondents to **provide landlord representation for commercial real estate leasing** for the Downtown Mixed-Use City Hall.

The new 100,385 square foot facility will feature approximately 18,000 square feet of ground-floor commercial space and a parking garage with 308 parking spaces, as well as a surface parking lot with at least 23 parking spaces and 12 parallel parking spaces. The project will feature a public plaza, opportunities for outdoor dining space, public restrooms and flexible indoor and outdoor event spaces.

[Read the full RFP.](#)

## TAKING CARE OF BUSINESS

Join Enterprise Florida for its inaugural **Minority & Small Business Boot Camp** this summer.

Each hour-long session will provide minority and small business owners, staff and team members with the resources needed to create, maintain and grow a successful business.

One-time registration will allow attendees to participate in the five remaining sessions.

[Learn more about this virtual program and register here.](#)

## JOBS AROUND THE STATE

### CRA Public Art Coordinator - City of Bradenton

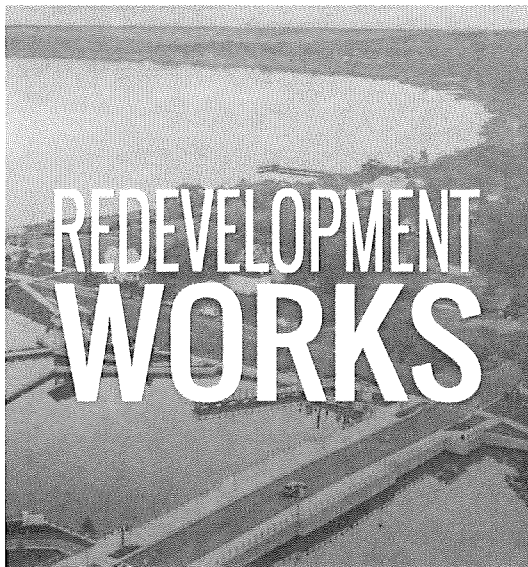
The City of Bradenton CRA is seeking a public art coordinator to **develop, plan and implement projects, initiatives, programs and events to support and promote public art** under the general direction of the CRA Executive Director/CRA Board and through collaboration with City departments, citizens, community groups and organizations. He/she will also coordinate meetings and activities for the Public Art Advisory Board.

[Read the full opening here.](#)

## SHOW YOUR SUPPORT FOR REDEVELOPMENT BY:

**Submitting an event to the 2021 event calendar!**

While we work to gear up for large events such as the [2021 FRA Annual Conference](#), **we want to hear from you.**



Do you have a list of **public events, webinars or trainings** that would benefit your community or other redevelopment professionals? If so, we want to share your information on our dedicated event page on the main FRA site.

If you are a member of FRA and would like to submit an event to be listed on our events page, [please complete this form.](#)

## FRA RESOURCES

MyFRA Member-Only Site  
FRA Academy Courses  
Annual Conference  
Best Practices  
Event Listings  
Job Listings  
Statewide News  
RFQ/RFP Listings  
Redevelopment Works Podcast



June 24, 2021

*Thank you for supporting Florida redevelopment!  
Have questions or news worth sharing? Email Amber  
Hughes at [ahughes@flcities.com](mailto:ahughes@flcities.com)*

**Jan Newton**

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**Subject:**

Discover MyFRA Today!

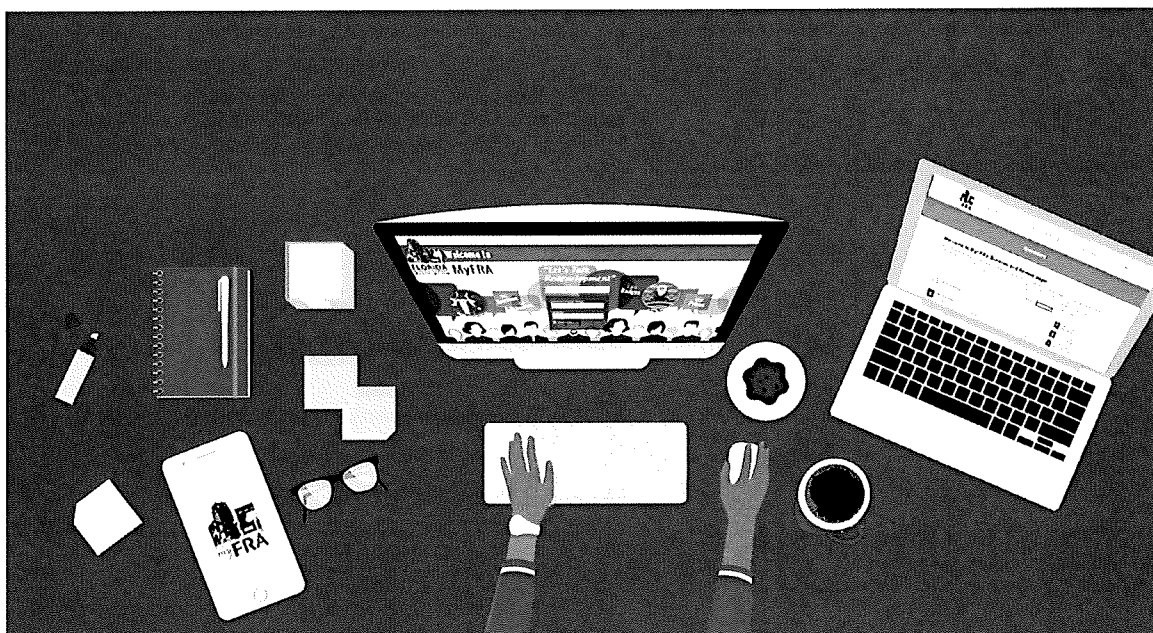
**From:** Florida Redevelopment Association <[fra@redevelopment.net](mailto:fra@redevelopment.net)>

**Sent:** Thursday, July 29, 2021 10:35 AM

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[View as Webpage](#)

# THE FLORIDA REDEVELOPMENT ASSOCIATION



## ACCESS TO THE RESOURCES YOU NEED

Looking for specific resources, contacts, presentations or tools to assist with your redevelopment efforts?



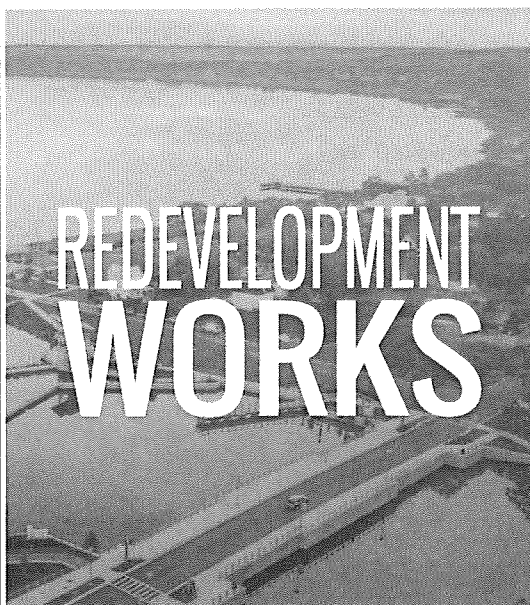
## ST. AUGUSTINE LEADERS HONORED

The Florida League of Cities recently recognized St. Augustine's City Manager **John Regan** and Vice Mayor **Nancy Sikes-Kline** as Home Rule Heroes for their work during the 2021 Legislative Session.

Both officials went above and beyond to share stories, engage with legislators and make their voices heard to maintain local control on a variety of issues.

"In order to properly serve our community, we, as the local City Commission, need to be able to address and solve issues that are unique to St. Augustine. I believe in Home Rule because it allows us to do just that," Sikes-Kline said.

[Read more about these efforts here.](#)



## SHOW YOUR SUPPORT FOR REDEVELOPMENT BY:

**Preparing to register for the 2021 FRA Annual Conference!**

Make sure to be on the **lookout for the registration link** when it is posted in the coming weeks.

If you still need a hotel reservation, you must now wait to register and then receive the group code.

As a reminder, this year's conference will be held **October 27 – 29** at the brand new Luminary Hotel & Co., Autograph Collection in Fort Myers, FL.

We look forward to seeing you there!

[Stay up to date on conference details here.](#)

## FRA RESOURCES

MyFRA Member-Only Site  
FRA Academy Courses  
Annual Conference  
Best Practices  
Event Listings



# RB OPPENHEIM ASSOCIATES

## DIGITAL MARKETING & COMMUNICATIONS REPORT

Florida Redevelopment Association

January - March 2021

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION



# Summary

During Q1, RBOA's efforts focused on promoting and coordinating the 2021 FRA Awards program, highlighting 2020 awards, providing legislative information and updates as well as producing a podcast episode.

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

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





# Digital Presence

THE GLOBAL  
**REDEVELOPMENT**  
ASSOCIATION

## Impressions





# Facebook Summary

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

The [FRA Facebook page](#) has a total of 1,691 likes, with an increase of 12 likes the last quarter. This correlates to 6,202 total impressions and 5,710 users reached. Users were most engaged with the 2021 FRA Awards application, new podcast episodes and board member spotlights. This quarter, we engaged with those using #redevelopment and #redevelopmentworks while tagging relevant users or accounts. Below are the top three posts for Q1 based on impressions.

**Florida Redevelopment Association**  
Published by Jessie Johnson · March 11 at 5:02 PM ·

It is that time of year again! The application window for the 2021 FRA Awards program is now open.

With 13 juried categories, the Roy F. Kenzie Awards celebrate the most innovative and effective #redevelopment programs in Florida.

Submit an entry today by clicking the link below!



REDEVELOPMENT.NET

**2021 FRA Awards**

Visit the post for more.

Learn More

**Florida Redevelopment Association**  
Published by Yara Martinez · February 26 ·

A new podcast episode is now available for streaming! During this episode, FRA's executive director, Amber Hughes and guest speaker, Ryan Matthews examine the history of redevelopment, how it has changed our landscape and how it shapes our future.

The Redevelopment Works podcast is available for streaming on all major podcast platforms so tune in today to learn about Florida's redevelopment journey as well as valuable legislative insights. #RedevelopmentWorks #podcast

**NEW PODCAST EPISODE**



REDEVELOPMENT.NET

**Redevelopment Works Podcast**

Visit the post for more.

**Florida Redevelopment Association**  
Published by Yara Martinez · February 24 ·

Fort Myers Community Redevelopment Agency Executive Director and FRA Board Member, Michele Hyton-Terry has been named as a "Top 20 Generous Leaders of 2021 in Southwest Florida" by the Cape Coral Community Foundation. Congratulations, Michele! You have truly made a difference in your community with wonderful contributions and a generous spirit.



**FRA BOARD  
MEMBER NAMED  
AS A GENEROUS  
LEADER OF 2021  
IN SOUTHWEST  
FLORIDA**





# Facebook Data

PAGE LIKES	
Overall: 1,691	Increase This Quarter: 12

IMPRESSIONS	
Organic: 1,645	Paid: 6,202

POST REACH	
Organic Reach: 2,513	Paid Reach: 1,645

USER BEHAVIOR	
Post Engagement: 469	



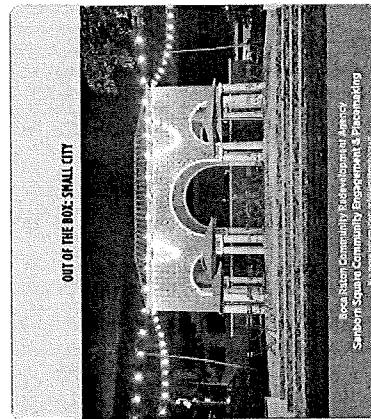
# Twitter Summary

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During this quarter, the [Florida Redevelopment Association Twitter](#) received 643 profile visits for a total of 1,552 followers. Tweets featured information about the 2020 award winner spotlights, job opportunities and resources resulting in 9,701 impressions. In total, Tweets received 18 link clicks and 12 likes. Below are the top three Tweets based on impressions.

FL Redevelopment Association  
@FLRedevel

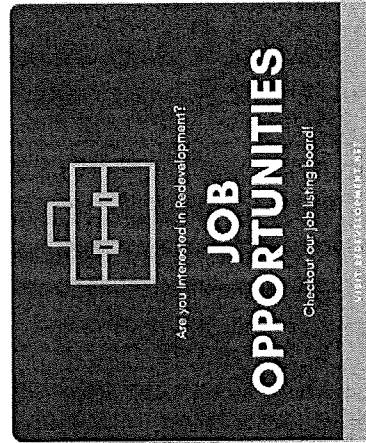
Congratulations to the @CityBocaRaton CRA for winning the 2020 Out of the Box Award for a small community! To learn more about this award and other award-winning projects, visit the link below.  
[redevelopment.net/2020-fra-award...](#)  
#FRAAwards2020



1:02 PM · Feb 23, 2021 · Hootsuite Inc.

FL Redevelopment Association  
@FLRedevel

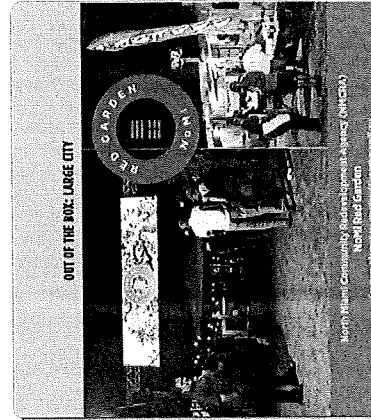
**JOB ALERT!** The City of Live Oak is seeking a Community Development Director! You can view this position as well as browse through other opportunities available in the #Redevelopment industry by visiting the following link:  
[redevelopment.net/2021/01/commun...](#)



11:02 AM · Feb 25, 2021 · Hootsuite Inc.

FL Redevelopment Association  
@FLRedevel

Today FRA is highlighting North Miami CRA for winning the 2020 Out of the Box Award for a large community. Congratulations City of North Miami! To learn more about this award and other award-winning projects, visit the link below.  
[redevelopment.net/2020-fra-award...](#)  
#FRAAwards2020





# Twitter Data

FOLLOWERS	
Overall: 1,552	

IMPRESSIONS	
Overall: 9,701	

USER BEHAVIOR	
Mentions: 16	Link Clicks: 18

USER INTERACTION	
Retweets: 7	Likes: 12



# Website Summary

During this quarter, the main [FRA website](#) received 9,445 total sessions and 15,342 page views. Nearly 50 percent of users used organic search to find the FRA website and 40 percent went directly to the site. The FRA homepage had the most views this quarter with 2,030 views. Below are the top five visited pages during Q1.

PAGE	VISITS
Homepage	2,030
Q&A for CRAs	1,122
Redevelopment Academy	849
Job Opportunities	805
RFQs & RFPs	551



# Website Data

THE CLUBS  
**REDEVELOPMENT**  
FOUNDATION

SESSIONS	
Total: 9,445	New Users: 5,152

PAGES	
Page Views: 15,342	Average Time Spent: 1:48

TOP REFERRALS	
Facebook: 122	MyFRA: 58

DEVICES		
Desktop: 59.34%	Mobile: 39.93%	Tablet: 0.74%



# MyFRA Website Summary

During Q1, the members-only site (MyFRA) received a total of 38,620 visits. The five most visited pages are ranked below.

PAGE	VISITS
Homepage	2,663
Sample Job Descriptions	109
Audits + Reporting	107
Ask the FRA	81
Legislative Insights	75





# Constant Contact Summary

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During Q1, FRA sent 12 e-newsletters using the Constant Contact platform and database. On average, email marketing efforts received a 20% open rate and a 13% link click rate. This correlates to 7,666 opens and 1,030 link clicks. During this time, 151 new users subscribed to the mailing list for a total of 3,604 active subscribers. Below are the top three emails based on open rate.

View on Desktop

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**HAPPY NEW YEAR 2021**

We hope everyone had a wonderful holiday season! While 2020 was a challenging year for everyone, we hope you are prepared to start fresh and take on an exciting new year.

FRA is committed to supporting Florida's redevelopment efforts, and we look forward to working with community redevelopment agencies, our loyal members, and all of the other wonderful individuals and organizations who continue to make redevelopment work.

Keep us with FRA! We have an exciting year planned for everyone involved!

**AWARD SPOTLIGHT:  
ANNUAL REPORT SMALL CITY**

Congratulations to the Silver Beach CRA for winning the 2020 Annual Report Award for a small city!

The Silver Beach CRA and a new look and feel for this year's annual report and a spotlight on the vibrant color displayed in the beautiful mural and residential buildings throughout the district.

The annual report incorporated views from several residents, including a local artist, and provided an opportunity for residents to share their ideas, suggestions, and emerging business workshops.

View on Desktop

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**CRA ANNUAL REPORTS**

**THE ANNUAL REPORT DEADLINE IS APPROACHING**

The deadline for CRA's to submit annual reports is approaching!

This final annual report is due by March 31, 2021. Florida Statutes, Chapter 360, require each CRA to submit an annual report to the Department of Community Affairs, and to the public, on the subject of its activities, accomplishments, and financial status.

Reports are due to the CRA's existing entity (the city or the county) by March 31.

For more information on reporting or to view sample reports, visit our [ANNUAL REPORTING REQUIREMENTS](#) page.

If you would like to share your reports on FRA's website as a tool for other CRA's, please email [info@fra.org](mailto:info@fra.org).

**SESSION INFORMATION**

We are once again holding the 2021 Legislative Session and FRA continues to maintain a strong presence in Tallahassee.

View on Desktop

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**FRA ACADEMY COURSE REGISTRATION AVAILABLE**

Our virtual Redevelopment Academy is in full swing and registration is now open for "Creating and Using Redevelopment Incentives."

This exclusive course features three parts on March 20, April 8 and April 15. The final session will include the online test provided by the University of Central Florida Institute of Government.

"Creating and Using Redevelopment Incentives" will help you identify theoretical and practical reasons why incentives may be appropriate, evaluate incentive options from both public and private perspectives and much more.

Spots are filling up fast! Register today by clicking here.

Visit [fra.org](http://fra.org) for more information on the Academy and to connect.

Note: You will need your state credentials provided by FRA staff. These are not the same as those used in the past. They are now provided by the University of Central Florida Institute of Government. Contact [info@fra.org](mailto:info@fra.org) for more information on the Academy and to connect.

**AWARD SPOTLIGHT:  
OUT OF THE BOX**

Congratulations to North Miami CRA for winning the 2020



# Constant Contact Data

ACTIVE SUBSCRIBERS	
Overall: 3,604	Increase This Quarter: 151

NEWSLETTERS SENT	
Overall: 401	This Quarter: 12

USER BEHAVIOR	
Open Rate: 20%	Link Click Rate: 13%

NATIONAL DATA COMPARISON	
Open Rate: 20%	Link Click Rate: 2%

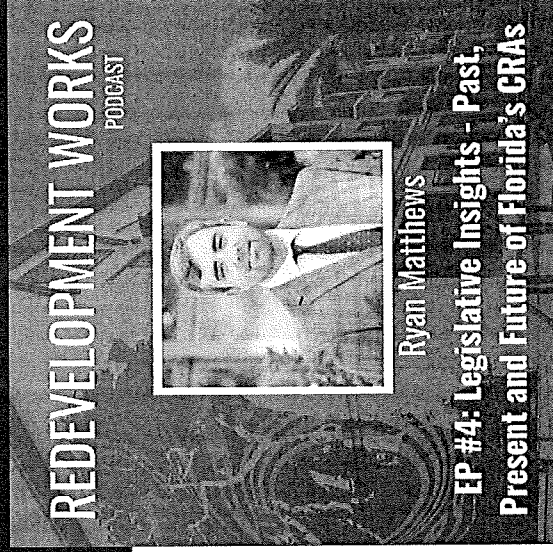




## Redevelopment Works Podcast Summary

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During Q1, one episode was recorded and produced for the Redevelopment Works podcast channel. *Legislative Insights - Past, Present and Future of Florida's CRAs* is the fourth episode in the series and was released on February 9, 2021. The episode has 114 downloads with 493 total downloads for the podcast channel. Apple Podcasts was the top platform for listeners.



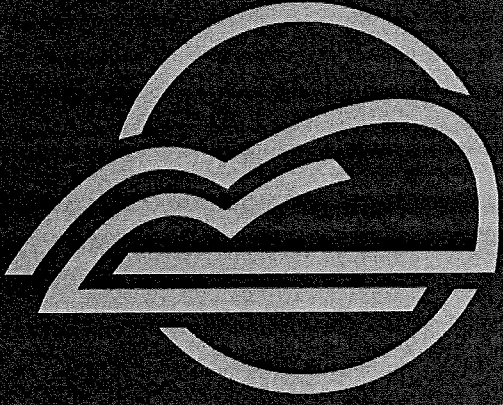


# Future Suggestions

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During Q2 we will:

- Record and produce additional podcast episodes while promoting episodes that are currently streaming
- Utilize Facebook advertising and boosted posts to increase overall visibility
- Continue to send weekly emails as well as incorporate legislative updates during the session as this is our primary method of communicating with members, potential members and private sector partners
- Develop the 2021 Award program and judges portal
- Promote the 2021 Annual Conference and provide on-site assistance, where needed
- 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



# RB OPPENHEIM ASSOCIATES

DIGITAL MARKETING & COMMUNICATIONS REPORT

Florida Redevelopment Association

April - June 2021

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION



# Summary

During Q2, RBOA's efforts focused on promoting the 2021 Annual FRA Awards program and encouraging entries, highlighting redevelopment projects across the state and continuing to share redevelopment-specific resources for members to utilize. Efforts for the 2021 Annual FRA awards included website updates, graphics, exhibitor and corporate partner promotion, digital marketing and advertising.

We continued to engage with followers on all platforms and boosted FRA's overall digital presence. This quarter, findings show that the website was the dominant medium for organic impressions, while Facebook garnered the most combined organic and paid impressions due to digital advertising.

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



# Digital Presence

THE FORD  
**REDEVELOPMENT**  
FOUNDATION

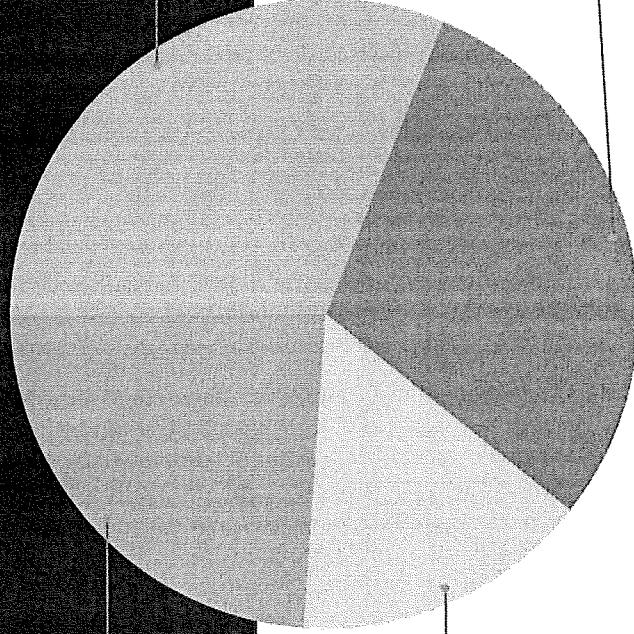
## Impressions

Email Marketing  
23.8%

Website  
31.2%

Twitter  
15.4%

Facebook  
29.6%





# Facebook Summary

THE FLORIDA  
REDEVELOPMENT  
ASSOCIATION

The [FRA Facebook page](#) has a total of 1,686 likes. This correlates to 9,796 total post impressions and 5,455 users reached. Users were most engaged with 2021 FRA Awards application and the submission deadline extension. This quarter, we engaged with those using #redevelopment and #redevelopmentworks while tagging relevant users or accounts. Below are the top three post for Q2 based on impressions.



**DEADLINE EXTENDED!** You now have until June 14 to submit an entry for the 2021 FRA Awards. This is your final week to finish your submissions or enter multiple projects!  
Learn more here: <https://conta.cc/3jpr3Va>



**DEADLINE EXTENDED: Award Entries are Now Due June 14**  
Submit Your 2021 FRA Award Entries Today! View as Webpage ENTE...



The deadline to submit a 2021 FRA Award entry is approaching! Don't delay your submission as the deadline is June 7. The FRA Awards is the state's largest program honoring redevelopment efforts and initiatives. You don't want to miss out on the statewide recognition you deserve. Find more information and the online submission form the FRA website here, <https://redevelopment.net/2021-fra-awards/>.



You just have a few days left to submit a 2021 FRA Award entry. Read our latest newsletter for details on the awards program and how to submit an entry. The deadline is Monday, June 7!



MYEMAIL.CONSTANTCONTACT.COM

**Final Days to Submit a 2021 Award Entry!**  
Your Weekly Florida Redevelopment Update View as Webpage ENTE...



# Facebook Data

THE CLONIA  
**REDEVELOPMENT**  
SOLUTION

PAGE LIKES	
Overall:	1,686

POST IMPRESSIONS	
Organic:	1,911
Paid:	7,885

POST REACH	
Organic Reach:	1,838
Paid Reach:	3,617

USER BEHAVIOR	
Post Engagement:	261





# Twitter Summary

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During this quarter, the [Florida Redevelopment Association](#) Twitter received 377 profile visits for a total of 1,546 followers. Tweets featured information about the 2020 award winners, annual conference registration, 2021 award submissions and resources resulting in 5,106 impressions. In total, Tweets received 17 link clicks and 22 likes. Below are the top three Tweets based on impressions.



...  
**FL Redevelopment Association** @FLRdevel · Apr 12  
Congratulations to the @CityofLakeWales for winning the 2020 Planning Studies Award for a small community! Lake Wales CRA partnered with other community developers to contract @DoverKohl to develop Lake Wales Connected. Learn more here: [ow.ly/Ymqx50DPHf8](https://ow.ly/Ymqx50DPHf8)  
#FRAAwards2020



**FL Redevelopment Association**  
@FLRdevel

...  
The @Florida DEO Rebuild Florida Mitigation Program is now accepting applications and nominations for its Citizen Advisory Committee for Mitigation. If interested, submit applications and nominations using the form on the following website, [buff.ly/33IGsNx](https://buff.ly/33IGsNx).

## PLANNING STUDIES: SMALL CITY



**SUBMIT  
YOUR 2021  
FRA  
AWARD  
ENTRIES**

REDEVELOPMENT

...  
The deadline to submit a 2021 FRA Award entry is approaching! Don't delay your submission as the deadline is June 7. The FRA Awards is the state's largest program honoring professionals for excellence and innovation. Find more information on the FRA website, [buff.ly/33IGsNx](https://buff.ly/33IGsNx).  
#FRAAwards2021

1 Retweet 1 Like





# Twitter Data

FOLLOWERS	
Overall: 1,546	

IMPRESSIONS	
Overall: 5,106	

USER BEHAVIOR	
Mentions: 3	Link Clicks: 17

USER INTERACTION	
Retweets: 10	Likes: 22



# Website Summary

During this quarter, the main [FRA website](#) received 10,341 total sessions and 17,526 page views. Over 57 percent of users accessed the site directly while around 38 percent used organic search to find the FRA website. The FRA homepage had the most views this quarter with 2,073 views. Below are the top five visited pages during Q2.

PAGE	VISITS
Homepage	2,073
2021 Annual Conference	1,146
Q&A for CRAs	1,035
Job Opportunities	911
Award Entry Form	900



# Website Data

SESSIONS	
Total: 10,341	New Users: 7,327

PAGES	
Page Views: 17,526	Average Time Spent: 1:20

TOP REFERRALS	
Facebook: 104	MyFRA: 54

DEVICES	
Desktop: 59.27%	Mobile: 39.81%
	Tablet: 0.93%



# MyFRA Website Summary

During Q2, the members-only site (MyFRA) received a total of 33,736 visits. The five most visited pages are ranked below.

PAGE	Visits
Homepage	2,176
Ask the FRA Network	293
Legislative Positions	165
Sample Job Descriptions	91
Fiscal Impact + ROI	84



# Constant Contact Summary

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During Q2, FRA sent 15 e-newsletters using the Constant Contact platform and database. On average, email marketing efforts received a 16% open rate and a 15% link click rate. This correlates to 7,896 opens and 1,230 link clicks. During this time, 151 new users subscribed to the mailing list for a total of 3,755 active subscribers. Below are the top three emails based on open rate.

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**2021 Florida Redevelopment Awards**

**SUBMIT A 2021 REDEVELOPMENT AWARD TODAY**

Award entries are coming in!

This year, applicants and winners will receive statewide recognition in a variety of ways.

- Winners from all categories will be honored and receive a trophy during the 2021 Annual Conference.
- In order to honor community leaders and elected officials in both respect and support, winners are

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**UPDATES FROM THE FLORIDA CAPITOL**

This week marks the halfway point for the regularly scheduled 2021 Legislative Session. The House and Senate released their fiscal year 2022 budgets this past week, keeping on track for passage in each chamber in Week 6, with the budget conference starting immediately thereafter. The budgets released did not contemplate the \$9 billion in federal funding coming to the state in the coming months. There will still be a lot to discuss on that front.

FRA is currently monitoring several bills as they relate to how areas of redevelopment are

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

**THIS WEEK'S MYFRA MEMBER FORUM QUESTIONS**

FRA's Q&A forum is the best place to find the answers, resources and information you are looking for related to redevelopment practice in Florida.

With the forum, FRA members can find resolutions, issues and topics. Please visit forum with other MyFRA users.



# Constant Contact Data

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

ACTIVE SUBSCRIBERS	
Overall: 3,755	Increase This Quarter: 151

NEWSLETTERS SENT	
Overall: 402	This Quarter: 15

USER BEHAVIOR	
Open Rate: 16%	Link Click Rate: 15%

NATIONAL DATA COMPARISON	
Open Rate: 20%	Link Click Rate: 2%



# Future Suggestions

THE FLORIDA  
**REDEVELOPMENT**  
ASSOCIATION

During Q3 2021 we will:

- Create the 2021 FRA Awards entry portal for judges to easily review and rank entries
- Work with the FRA team to create new, engaging content on the website to increase interest and link clicks on social media platforms
- Record and produce additional podcast episodes for new content to be shared across all platforms
- Utilize Facebook advertising and boosted posts to increase overall visibility
- Continue to send weekly emails
- Create materials for the 2021 Annual Conference including award winner media kits
- Promote the 2021 Annual Conference and provide on-site assistance, where needed
- Manage the website for any needed updates and keep the resources and news clips sections up-to-date with the latest information

**VIII.**

**LEGAL & LEGISLATIVE**



# PEEBLES SMITH & MATTHEWS

July 26, 2021

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 2022 legislative session. This work will also include working with FRA's executive director to create an advocacy seminar for FRA members.

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.
- Enhanced hands on aid to local CRA's, particularly as issues develop locally between CRA's and their counties (Example would be the work we did early this year to help head off a Brevard County Local Bill and ongoing counseling with St. Petersburg regarding Pinellas County's interpretation of the new Legislation).

FRA has agreed to pay a total fee of \$60,000 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 up to \$2,500. The term of this contract shall be from October 1, 2021 through September 30, 2022. 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,



Ryan E. Matthews

Acknowledge and agreed to this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

**Florida Redevelopment Association**

---

Amber Hughes, Executive Director



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

SHEPARDFIRM.COM

July 9, 2021

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

**Re: Florida Redevelopment Association - Legal Counsel**

Dear Amber:

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.

toll free 866.247.3008 office 407.622.1772 fax 407.622.1884

2300 MAITLAND CENTER PKWY. STE. 100 - MAITLAND, FL 32751

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 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-

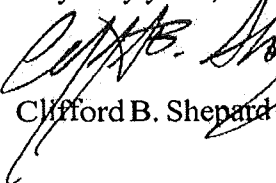
Six Thousand Dollars (\$36,000) per year to cover all of the services described in 1-13 above not subject to an additional fee agreement, plus costs incurred in connection with providing those basic services (e.g., travel, photocopying, courier charges, long distance telephone). The Firm will bill the Association for its annual fee in equal monthly installments of Three Thousand Dollars (\$3,000) per month. The Firm will guaranty this fee structure for the 2021-2022 fiscal year but reserves the right to renegotiate same after that time if the Firm deems it necessary to do so in light of the time demands of the work required by the FRA.

In addition to the invoices for its annual fee, the Firm will submit invoices from time to time to bill and describe any costs incurred in providing services to the FRA, including travel expenses for attending FRA meetings or other authorized events by any member of the Firm.

This engagement may be terminated by either party at any time during the course of the FRA fiscal year. If the engagement is terminated by FRA, then the balance of the annual fee for the remainder of the fiscal year will be due and payable to the Firm, plus any outstanding invoices for costs incurred and billed to FRA and any costs incurred but not yet billed, within thirty (30) days after a notice of termination is received by the Firm or such other time as may be mutually agreed upon. If the engagement is terminated by the Firm, then only the monthly installment for the month in which the engagement is terminated shall be due and payable, plus any outstanding invoices for costs incurred and billed to FRA.

If the terms of engagement set forth herein are acceptable to FRA and have been approved by the Board of Directors, please sign or have an authorized representative of FRA to sign in the space below and return to me. Retain a copy for FRA's records.

Very truly yours,



Clifford B. Shepard

CBS\bl

cc: Amber Hughes  
FRA Board of Directors

Accepted and approved this \_\_\_\_ day of July 2021

**FLORIDA REDEVELOPMENT ASSOCIATION, INC**

By: \_\_\_\_\_

**Authorized Representative**

**ADMINISTRATIVE SERVICES AGREEMENT  
BETWEEN  
THE FLORIDA REDEVELOPMENT ASSOCIATION, INC.  
AND  
THE FLORIDA LEAGUE OF CITIES, INC.**

The parties of this Agreement are the Florida Redevelopment Association, Inc., hereinafter referred to as the "FRA" and The Florida League of Cities, Inc., hereinafter referred to as the "League".

The purpose of this Agreement is the provision of professional and support services with discretion and confidentiality, by the League to the FRA as agreed to and entered into and more fully described in the Work Plan attached hereto as Exhibit A.

The term of this Agreement shall commence on October 1, 2021 and expire on September 30, 2022 upon being duly executed by the authorized representatives of each party.

Either party to this Agreement may terminate this Agreement at any time without cause by giving written notice to the other party at least one hundred twenty (120) days in advance of the intended date of cancellation. The FRA has the right to terminate this Agreement for cause. However, thirty (30) days written notice must be given to the League stipulating the reasons for the termination, and the League has the right to meet with the FRA Board of Directors to discuss the termination prior to the effective termination date. However, the decision of the FRA Board of Directors shall be final. Notwithstanding the provisions herein, both parties may terminate this Agreement at any time upon mutual consent.

In the event of termination, all reasonable expenses incurred by the League for the provision of services authorized by this Agreement through the date of termination shall be the responsibility of the FRA. Any funds held by the

League for the benefit of the FRA shall be returned to the FRA upon termination of this Agreement.

The association work plan shall be reviewed and updated by the FRA with any modifications noticed to the League in writing at least thirty (30) days prior to the beginning of the year to which they apply. The League shall have the opportunity to respond to the modifications with a revised cost proposal as may be required. With the consent of both parties the work plan may be modified at any time.

The location of the FRA office shall be the League's headquarters office, presently located at 301 S. Bronough Street, Suite 300, Tallahassee, Florida, or such other location mutually agreeable to both parties. Office hours and business days shall coincide with those of the League.

The League shall designate an employee of the League to serve as the administrative director. Such designation shall be subject to the approval of the FRA Board of Directors. This individual shall be actively involved in the affairs of the FRA in serving as the League's principal liaison to the FRA. This individual shall be knowledgeable about community redevelopment, association management and the legislative process.

The League shall be an independent contractor to the FRA. Neither the League nor any of its employees or assigns shall be considered employees of the FRA within the purview of any worker's compensation and/or social security laws or regulations, or in any other regard. The League agrees to indemnify and hold harmless the association from and against any claim for payment made by any government agency or authority, for withholding income taxes, social security payments, worker's compensation payments, or similar payments based on the assertion that any employee of the League or its assigns was or is an employee of the FRA.

The League may assign certain obligations under this Agreement, provided such assignments have been authorized by the FRA president.



The FRA may request the League to perform additional services relating to the administration or the development of its programs or services. Such additional duties and consideration mutually agreed to by the FRA and the League shall be set forth in a written addendum to this Agreement.

In return for the services, as outlined in the annual work plan, referenced as Exhibit A, the FRA agrees to pay the League, as outlined in the Schedule of Fees and Expenses, referenced as Exhibit B.

This Agreement may be modified as deemed necessary upon the mutual consent of the League and the FRA. With the written consent of both parties, additional funds may be provided by the FRA and additional services performed by the League under this Agreement. Such modifications must be incorporated into this Agreement as revisions to Exhibit A, the work plan, and Exhibit B, the Schedule of Fees and Expenses, as appropriate.

This Agreement supersedes and terminates, as of the date hereof, all prior contracts between the League and the FRA relating to professional and support services provided by the League to the FRA.

The effective date of this agreement shall be October 1, 2021 and expire on September 30, 2022.

IN WITNESS WHEREOF, the undersigned, being the duly authorized officers of the FRA and the League, have set their hand and seal.

**Florida Redevelopment Association, Inc.**

Date: 8/20/2021

\_\_\_\_\_  
Toni Shamplain, President

**The Florida League of Cities, Inc.**

Date: \_\_\_\_\_

\_\_\_\_\_  
Jeannie Garner, Executive Director

## **EXHIBIT A WORK PLAN**

### **A. General Administration**

The League is to provide professional, support, and secretarial services to satisfactorily meet the FRA's needs.

#### **Services**

1. Provide administrative support to the Association President, officers, directors, committee chairs and others in conducting the affairs of the Association.
2. Provide a business location, mailing address and telephone services for the Association through the League's headquarters office.
3. Designate an employee of the League to serve as the FRA administrative director. The FRA executive director will be subject to the approval of the FRA Board of Directors.
4. Coordinate and provide administrative support to standing and ad hoc committees.
5. Prepare and distribute notices and agendas of all Board and committee meetings.
6. Maintain Association stationary and the official records of the Association.
7. Attend all meetings of the Board of Directors and attend committee meetings as requested by the President.
8. Prepare, maintain and distribute minutes after each meeting of the Board.
9. Assist in the development of informational handbooks for officers, directors and committee chairs.
10. Comply with all requirements of the Association bylaws and policies and procedures, and assist officers, directors and committee chairs in complying therewith.

## **B. Membership**

The League is to assist the membership committee and provide for a continuing effort to promote and retain membership in FRA.

### **Services**

1. Maintain current membership files and new member applications.
2. Initiate contacts with prospective members.
3. Process membership renewals and maintain member profiles.
4. Provide new members with a welcome packet.
5. Provide communications to members on an as-needed basis.

## **C. Technical Assistance (Redevelopment Assistance Program)**

The League will generally provide support services and assist in coordinating the efforts of the RAP program.

### **Services**

1. Respond to member inquiries regarding technical assistance needs.
2. Serve as a liaison for technical resources available through the legislature, agencies and other sources.
3. Coordinate the assignment of members to make visits to communities requesting assistance through the RAP, visit reports and reimbursement of costs.

## **D. Publications**

The League will publish publications such as newsletters, directories, brochures, programs and marketing materials as requested by the Board of Directors.

## **Services**

1. Provide general assistance and advice; prepare layout, edit, proof, reproduce and distribute publications

## **E. Meeting Planning & Administration**

The League is to assist the FRA in arranging the annual conference, seminars, and Board meetings, to include: function and session set up, on-site staff assistance, pre-conference and conference registration, programs and related materials, advance meeting notices, logistical and meeting facility arrangements and other support services relating to meeting coordination.

## **Services**

1. Support the program committee and ultimately responsible for the final program.
2. Recommend and secure suitable meeting sites and facilities pursuant to established criteria.
3. Negotiate and contract with selected hotels or other meeting facilities on behalf of the FRA.
4. Attend planning meetings as requested by the authorized FRA representative.
5. Prepare and recommend an operating budget for each meeting event involving revenues and expenses.
6. Provide assistance to the FRA committees in securing speakers and confirming their participation, and in arranging and securing meeting functions and related activities.
7. Design, develop and distribute promotional and advance registration materials for meetings.
8. Handle, collect and account for all registrations for all meetings.
9. Prepare badges, handouts, registration lists, signs, evaluation questionnaires, and other related materials.

10. Develop and maintain background and evaluative information on speakers for FRA meetings.
11. Provide on-site management of meetings with sufficient staffing as approved by the Board of Directors.
12. Prepare post-meeting management reports with sufficient information to properly evaluate meeting events.
13. Provide assistance in the development and coordination of sponsors and exhibitors for the annual conference, including the preparation of such correspondence as may be required.

## **F. Accounting and Financial**

The League will be responsible for the day-to-day financial management of the Association in accordance with procedures followed by the League.

### **Services**

1. Maintain records of all cash receipts; make all deposits of incoming cash and provide adequate information on cash receipts
2. Prepare quarterly financial reports
3. Process payables and disbursements and reconcile bank statements
4. Assist in the preparation of the annual operating budget as required
5. Prepare, or have prepared, all tax returns as required by law

## **H. Financial Audit**

At the direction of the Board of Directors, the League shall arrange for an annual independent audit of FRA financial activities, including the Annual Conference and a qualified independent auditor selected by the FRA shall perform such audit. Costs associated with the annual audit shall be the

responsibility of the FRA, with the exception of normal and routine staff support services provided by the League in connection with such audit.

## **I. Legislative and Intergovernmental Coordination**

The League shall provide assistance to the FRA by monitoring, coordinating, and reporting on state legislative and intergovernmental issues of interest to the FRA membership.

### **Services**

1. Assist in serving as an informational resource on legislative matters.
2. Monitor and lobby legislation affecting redevelopment issues on behalf of the FRA.
3. Assist in developing legislative policy and bill drafting as required.
4. Provide assistance to the FRA legislative committee.
5. As needed, identify appropriate redevelopment experts from the FRA membership and coordinate their appearances and testimony at legislative committee meetings and hearings.
6. Coordinate the legislative and intergovernmental activities of the FRA with those of organizations with mutual or similar interests.
7. Develop and maintain a membership contact system to facilitate the timely dissemination of information.

## **J. Other Services**

The League shall provide general assistance in the development of new programs and services to assist the FRA membership. In addition, the League will coordinate support services to regional representatives.

### **Regional Activities**

1. Maintain and make available information on the development of regional activities
2. Distribute mailing lists and provide general assistance to local chapter organizations.
3. Maintain information on general and financial activities submitted by regions.

### **Florida Redevelopment Association, Inc.**

\_\_\_\_\_  
Toni Shamplain, President

\_\_\_\_\_  
Date

### **The Florida League of Cities, Inc.**

\_\_\_\_\_  
Jeannie Garner, Executive Director

\_\_\_\_\_  
Date

## **EXHIBIT B**

### **SCHEDULE OF FEES AND EXPENSES**

#### **Section I - Fees**

The League will perform all services, as mutually agreed to, as outlined in the annual work plan, referenced as Exhibit A. The annual retainer fee for professional and support services performed by the League shall be \$43,075 for the fiscal year 2021-2022. This amount represents a three percent (3%) increase above the previous year. The fee(s) are payable in an amount equal to one-fourth of the annual amount, and payable on December 31, March 31, June 30 and September 30 for each year the Agreement is in effect.

#### **Section II- Out-of-Pocket Expenses**

The League, or its authorized assigns, shall be entitled to receive reimbursement for eligible out-of-pocket expenses reasonably and necessarily incurred by it in the performance of its duties as described herein, provided such expenses are appropriately documented by the League and authorized for payment by the FRA. Certain out-of-pocket expenses of the League will be included in the annual retainer and will not be eligible for reimbursement by the FRA. Reimbursement for eligible expenses will be requested periodically for costs advanced by the League. In addition, certain expenses may be payable directly by the FRA and will not be applicable for reimbursement purposes.

#### **Section III- Reasonable Expenses (Defined)**

This term shall be deemed to incorporate the pro-rata annual fee as defined herein divided by 365.25 multiplied by the number of days consumed in performing services defined in "Exhibit A" attached hereto plus eligible out-of-pocket expenses defined herein.



**Eligible Out-of-Pocket League expenses include the following:**

- Postage
- Overnight and expedited delivery services
- External printing costs associated with FRA publications
- Internal copying charges
- Reasonable and customary travel expenses of the FRA Executive Director, and/or other designated League representative, when approval is obtained in advance by a FRA officer, board member, or committee chair, to attend FRA meetings.
- Supplies and other expenses identified in an operating budget approved by the Board of Directors.
- Supplies used by the League relating to the sale of FRA products or services.
- Similar Out-of-Pocket Expenses

**Ineligible Out-of-Pocket League Expenses include the following:**

- Capital costs for office space, furniture, equipment, computer software or internal supplies. Rent for office space or for office equipment.
- Consulting or other professional services, except legal, lobbying and auditing services contracted for directly by the FRA
- Local and long distance telephone services including normal and customary transmissions
- Other allocated overhead or indirect charges.
- Similar Out-of-Pocket Expenses

## **IX. OTHER BUSINESS**

# Senate approves bipartisan, \$1 trillion infrastructure bill, bringing major Biden goal one step closer

Democrats along with 19 Republicans approved the public-works package in a Tuesday morning vote, teeing it up soon for the House



By [Tony Romm](#)

Today at 12:43 p.m. EDT



1.7k

The Senate on Tuesday approved a roughly \$1 trillion proposal to improve the nation's roads, bridges, pipes, ports and Internet connections, advancing a historic burst in federal spending after years of failed attempts on Capitol Hill to invest anew in the country's aging infrastructure.

The 69-to-30 vote follows weeks of turbulent private talks and fierce public debates that sometimes teetered on collapse, as the White House labored alongside Democrats and Republicans to achieve the sort of deal that had eluded them for years. Even though the proposal must still clear the House, where some Democrats recently have raised concerns the measure falls short of what they seek, the Senate outcome moves the bill one step closer to delivering President Biden his first major bipartisan win.

The package, nearly half of which constitutes new spending, would mark the most significant investment in the country's inner workings since Congress marshaled a massive yet smaller rescue bill in the shadow of the Great Recession. It would combine lawmakers' desire for immediate, urgently needed fixes to the country's crumbling infrastructure with longer-term goals to combat challenges including climate change.

The bill proposes more than \$110 billion to replace and repair roads, bridges and highways, and \$66 billion to boost passenger and freight rail. That transit investment marks the most significant infusion of cash in the country's railways since the creation of Amtrak about half a century ago, the White House said.

The infrastructure plan includes an additional \$55 billion to address lingering issues in the U.S. water supply, such as an effort to replace every lead pipe in the nation. It allocates \$65 billion to modernize the country's power grid. And it devotes billions in additional sums to rehabilitating waterways, improving airports and expanding broadband Internet service, particularly after a pandemic that forced Americans to conduct much of their lives online.



emissions-friendly vehicles. And it apportions \$47 billion to respond to wildfires, droughts, coastal erosion, heat waves and other climate crises that previously have wrought significant economic havoc nationwide.

In recent weeks, Biden has hailed the proposal, which the White House helped craft alongside its chief congressional sponsors, Sens. Kyrsten Sinema (D-Ariz.) and Rob Portman (R-Ohio). The two for weeks shepherded a group of 10 lawmakers from both parties toward a compromise that could thread a needle — proffering the massive investments Biden initially sought without raising alarm among spending-wary Republicans.

The result is a bill that is less than the roughly \$2.2 trillion American Jobs Plan that Biden put forward this spring, but one that every chamber Democrat along with 19 Republicans, including Minority Leader Mitch McConnell (R-Ky.) could still support. Democratic leaders have pledged to pursue the rest of their spending priorities as part of a second \$3.5 trillion measure that they started debating Tuesday afternoon.

“It will improve the lives of all Americans,” Portman said in a floor speech over the weekend as lawmakers prepared to vote. “People do expect here in America, [with] this great economy we have, we should also be able to lead the world in infrastructure. But we don’t.”

Lawmakers jettisoned Biden’s plan to raise taxes on corporations to finance the new infrastructure investments, a nonstarter for Republicans, who strained to protect the tax cuts they instituted under President Donald Trump four years ago. Instead, their new legislative effort relies on a mix of odd measures — and potential budgetary gimmicks — to try to offset its cost. An official analysis of the bill by the Congressional Budget Office on Thursday found that lawmakers fell short, threatening to add more than \$250 billion to the deficit over the next decade.

The sour score set the stage for one of the only significant fights over the bill. The spending concerns prompted Sen. Bill Hagerty (R-Tenn.) to block the chamber from adopting the infrastructure measure swiftly over the weekend, arguing that Democrats should not be able to expedite passage of a work product that he said had not been paid for in full.

“We must fight to preserve our American system and the American Dream, not — in a tornado of hurried legislative activity — seal its decline,” Hagerty said in a floor speech Saturday.

In doing so, Hagerty’s opposition opened a rift between Democrats and Republicans over potential amendments, because changes to the bill’s timeline as well as its text required some measure of unanimous consent. The standoff ultimately prevented senators from making at least one key change to the bill, targeting highly disputed rules that require cryptocurrency investors and brokers to report more information to the Internal Revenue Service for tax purposes.

Broadly, though, lawmakers managed to avoid the same intractable fights that have scuttled other legislative efforts this year to regulate guns, change voting laws and investigate the riot at the Capitol on Jan. 6. An earlier effort between the White House and top GOP senators to work out a compromise on infrastructure similarly fell short, illustrating the fragile victory that the Senate achieved in advancing a bill with Biden’s backing.

At the same time, the moment of political accord threatened to be short lived. Immediately, Senate Democrats pivoted to debate on their roughly \$3.5 trillion budget measure that seeks to advance all of the spending that infrastructure negotiators omitted from their bill. Democrats unveiled the blueprint Monday, and intend to pass it this week, under a fast-track timeline that Senate Majority Leader Charles E. Schumer (D-N.Y.) set out in the weeks leading up to the Senate’s summer recess.

budget that makes "generational transformation in these areas."

Republicans are expected to unanimously oppose that \$3.5 trillion outline, which Democrats say will expand Medicare, invest new sums to combat global warming and boost federal programs that aid parents and children. Unlike infrastructure reform, Democrats intend to bypass the GOP and advance it through a process known as reconciliation, which requires them to attain a majority to proceed rather than the usual 60 votes.

Motivating some of the party's lawmakers is a belief that the Senate's bipartisan plan on its own is inadequate to tackle the country's economic challenges. Rep. Peter A. DeFazio (D-Ore.), who oversees the top infrastructure committee in the chamber, as recently as last week said the process is "not a done deal."

"As the Senate wraps up its work on a bipartisan infrastructure bill and sends it over to the House, I will continue to push for the inclusion of transformational policies that support American workers, tackle the climate crisis, and catapult our infrastructure into the 21st century and beyond wherever they can be included," he said in a statement ahead of its adoption.

Other House Democrats, meanwhile, have emphasized in recent days they aren't even willing to begin debating infrastructure until the Senate completes its work on a reconciliation package. Rep. Pramila Jayapal (D-Wash.), the leader of the Congressional Progressive Caucus, reiterated that pledge this week on behalf of her powerful bloc of lawmakers, without whom House Speaker Nancy Pelosi (D-Calif.) cannot proceed. In a recent interview, Jayapal stressed there are "not going to be votes for the bipartisan bill without votes for the reconciliation bill."

The successful vote Tuesday comes after months of bickering between lawmakers and the White House over Biden's broader agenda, which he termed "Build Back Better," dating back to the 2020 presidential campaign. Biden sought to deliver Washington its long-sought infrastructure ambitions after years of false starts under Trump, who could never coalesce Congress around a deal.

The legislative saga began in the spring, after Biden released his jobs plan and invited GOP lawmakers led by Sen. Shelley Moore Capito (R-W.Va.) to the White House for a series of ill-fated talks. The two sides after weeks of discussions could not agree on a total amount for infrastructure spending, much less how to pay for it, leading Biden in June to end negotiations amid public sniping between the two parties.

As that endeavor collapsed, a second group of 10 Democratic and Republican senators began to huddle on their own in pursuit of a deal. Lawmakers including Democratic Sens. Jon Tester (Mont.) and Mark R. Warner (Va.) and Republican Sens. Mitt Romney (Utah) and Susan Collins (Maine) met alongside Biden's top aides in a series of late-night sessions at the Capitol — often over bottles of wine — as they hammered out what became a blueprint for a \$1.2 trillion outline released in late June.

The fraught process nearly fell apart only days after they announced their agreement. Biden had threatened at a public event that he could veto a bipartisan public-works deal unless Congress also adopted a larger budget that included his other spending priorities, including his roughly \$1.9 trillion families plan. Republicans saw the comment as evidence the White House might not be negotiating in good faith, prompting the president to issue a corrective statement that eventually got the two sides back on track.

It still took weeks of haggling — and pressure applied from Schumer as well as the looming summer recess —

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spending, Republicans at one point even appended the talks over their concerns about a plan to raise funding for infrastructure through enhanced enforcement of federal tax laws, resulting in the proposal's removal from the deal.

But when lawmakers gathered on the Senate floor to reveal their final product — delivering several speeches in early August touting the wide-ranging benefits of their proposed investments — they hailed their long-sought accomplishment as a sign the Senate is still a functional body.

“I know it has been difficult, and I know it has been long, and what I am proud to say is that is what our forefathers intended,” Sinema said.

## **Strengthening State and Local Economies in Partnership with Nonprofits:**

### **Principles, Recommendations, and Models for Investing Coronavirus State and Local Fiscal Recovery Funds**

#### **Recommendations for Designing and Managing Programs with Impact**

Governments today can benefit from recent lessons learned about designing and managing relief and grant programs, based on experiences related to programs created and funded under the 2020 CARES Act. The following identifies several factors to consider and related recommendations for shaping future nonprofit relief and grant programs with impact.<sup>1</sup>

- **Eligibility Criteria:** States had varying degrees of success in determining which organizations should be included for nonprofit relief funds and grant programs. Some states inadvertently left out large swaths of otherwise eligible and deserving organizations by imposing restrictive criteria that artificially excluded quality applicants and thus blocked residents from receiving needed services. Improper barriers to eligibility have included: number of employees (too many or not enough); budget size of organization (too high or too low); revenue losses (too much or too little, or without regard to increased costs that cancel out revenue gains); increased expenses; subsector (such as limiting to or leaving out arts and culture, health and human services, etc.); the impact of forced closures on operations, including reduction in volunteers; and more. Overall, requirements to show a decrease in revenue or increase in expenses in a given quarter or fiscal year was difficult for many nonprofits to document, especially without proper and clear definitions or flexibility needed in light of accounting standards nonprofits must follow that differ from those by other entities.

Recommendations: Clarify that all 501(c)(3) charitable nonprofits are included and eligible to apply. Provide “either/or” options to meet eligibility requirements, such as number of employees OR program area OR revenue losses OR increase in expenses.

- **Allowable Uses:** The broader the allowable use of funds, the more successful the relief funds and grant programs were for assisting communities. Ideally, the funds would provide general operating support for nonprofits. Governments that restricted use of funds in narrowly defined ways hurt nonprofits and the public by limiting programs and outcomes, imposing additional accounting and unnecessary costs, and ignoring urgent operational needs.

Recommendations: Permit nonprofits to use relief and grant funds for general operating support of the organization. At a minimum, clarify that allowable uses include, but are not limited to, replacement for lost revenue, payroll, wages, salaries, benefits, mortgage, rent, utility

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<sup>1</sup> The networks of the National Council of Nonprofits contributed to these recommendations based on first-hand experiences with nonprofit relief funds and grant programs in different parts of the country. The Foraker Group (the state association of nonprofits in Alaska), in partnership with the Alaska Municipal League, Minnesota Council of Nonprofits, North Carolina Center for Nonprofits, and Washington Nonprofits developed specific suggestions for factors and insights that are reflected in this document.

payments, and other direct and indirect expenses related to the organization's programs, services, and operations.

- **Program Administration:** Having the right administrator of the funds is key to governments getting the money out to nonprofits quickly, efficiently, and effectively. States varied on whether they used a state agency or third-party intermediary, including state associations of nonprofits, United Ways, and community foundations. The least successful programs were those using administrators with no prior experiences with nonprofits; they had insufficient knowledge of how nonprofits operate, resulting often in unintended barriers and missed opportunities.

Recommendations: Appoint program administrators – whether a government agency or third-party intermediary – that have prior experience and strong relationships with nonprofits. Partner with nonprofits for technical assistance. Avoid multi-layered approaches where monies must be transferred to several agencies, departments, or regional entities, because every additional layer delays distribution of funds in communities.

- **Application Requirements:** When governments used the same application form for both for-profit businesses and nonprofit organizations, those forms too often required information unrelated or irrelevant to nonprofits, resulting in a bias favoring for-profits and a barrier excluding nonprofits. Other times, forms required so much documentation that it was not worth the time or effort for nonprofits to apply, particularly for the amount offered.

Recommendations: Use simple, clear, and easy to understand application forms online and in print. Minimize the required documentation at both the application and reporting stages to encourage the largest possible number of qualified applicants. Accept recent IRS filings and documentation for eligibility requirements when applicable. Work with grantmakers or community foundations that understand applications for and regularly administer funds to charitable organizations.

- **Prioritization:** States varied in deciding which types of organizations should receive the funds and in what order. Some awarded funds on a first come, first served basis. This method gives an unfair advantage to those with pre-existing relationships (often for-profit companies), while hurting smaller and newer nonprofits and others doing valuable work in local communities but without prior relationships with state agencies. Other states used tiers to approve certain groups based on size of organization, populations served, geographic location, or revenue amounts. Each of these priority labels generally left out large portions of nonprofits.

Recommendations: Be as inclusive as possible to expand the pool of applicants. Avoid “penalties” for being located in one geographic location. Avoid restricting applicants that received other funding (e.g., PPP loans, EIDL, other state grant programs) because any past support likely does not address current needs.

- **Grant Amounts:** Grant programs across the states provided grant award sizes ranging from less than a hundred dollars to a million dollars or more. Some states had tiers based on revenues of applicant, and almost all states imposed caps. However, if the amount was too low (e.g., \$1,000 or \$5,000) and the required documentation too onerous, most nonprofits were deterred from applying. One state association policy committee determined \$25,000 as the lowest amount of funds that would make a difference to nonprofits.

Recommendation: Make the award amount high enough to offset the often burdensome application requirements and back-end reporting burdens.

- **Budget Surpluses:** Many states unexpectedly experienced a budget surplus going into Fiscal Year 2021 and beyond, despite initial expectations for large deficits due to the pandemic. The fungibility



of resources in state budgets gives lawmakers and budget officials flexibility to move monies to allow for additional funding where it is needed most, including supporting nonprofits serving local communities.

Recommendation: States can dedicate their budget surpluses to cover government costs while using Coronavirus State and Local Fiscal Recovery Funds for nonprofit priorities and projects as specifically allowed by the ARPA, including relief and grant programs created specifically for charitable nonprofits or in combination with small businesses.

- **Communicating Opportunities:** Many nonprofits are often left out of funding opportunities simply because they do not know about the programs. This lack of awareness ultimately hurts the people and communities those nonprofits serve. Marketing and outreach to nonprofits about nonprofit relief funds and grant programs would create a stronger and more diverse pool of applicants, allowing for each allocated dollar to secure the greatest impacts in the intended communities.

Recommendations: Ensure clear, regular, timely, and broadly distributed communications and education about nonprofit relief funds or grant programs, develop FAQs, and translate materials. Allocate resources for marketing and outreach. Be clear on goals, purpose, and communication channels for the funds. Assign a single point of contact for applicants and later for grantees.

These factors and recommendations are based on the experiences of governments, working in partnership with charitable nonprofits, to secure the greatest impact for funds made available to provide relief and recovery from the health and economic consequences of the pandemic. The recovery will be accelerated when these valuable lessons can be put into practice for the public good.

*Read the Special Report: "Strengthening State and Local Economies in Partnership with Nonprofits: Principles, Recommendations, and Models for Investing Coronavirus State and Local Fiscal Recovery Funds."*



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**Communications**

## PRESS RELEASE

### City to open application process for American Rescue Plan Act funding

**WINTER PARK, FL, an internationally recognized, award winning city with multiple accredited agencies (June 25, 2021)** Beginning **Thursday, July 1**, any interested and eligible non-profit organizations within Winter Park city limits will be able to apply for organizational funding support from the American Rescue Plan Act (ARPA). The application will be accessible at [cityofwinterpark.org/ARPA](http://cityofwinterpark.org/ARPA). The purpose of this program is to offer financial aid to non-profit organizations that have been detrimentally impacted by the pandemic in efforts to assist in their recovery initiatives. This process is designed to ensure that the allocations of public funds derived from the ARPA are used strategically to offer services that are better provided by non-profit community partners while creating clear expectations and improved outcomes from the services rendered.

The City Commission has allocated a total of \$200,000 for this grant program and the maximum for any one applicant will be \$25,000 or half of the annual operating expenses of the applicant organization, whichever is lower. The dollar amount of grants will be based on the number of qualified applications received. Policy amendments or modifications are at the sole discretion of the City Commission. General requirements include but are not limited to:

- Must be a non-profit 501(c)(3) in good standing.
- Must be headquartered within the municipal boundaries of Winter Park.
- Must have been in operation for at least the last three years.
- Annual operating expenses do not exceed \$2 million.
- Must have a Board of Directors responsible for oversight.
- Must demonstrate a detrimental impact caused by the COVID-19 pandemic.
- Must provide direct services to the Winter Park community.
- Must be a service providing non-profit, not a funding institution.
- Must sign a funding agreement with the city that will include, but is not limited to: general legal principles, reporting, access to financial records, and audit provisions if applicable.

Applications must be submitted by **5 p.m., Friday, July 30**. The city is under no requirement or expectation to provide funding to any organization and funding may vary depending upon the financial priorities of the city.

# # #

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AS OF JUNE 30, 2021

**Coronavirus State and Local Fiscal Recovery Funds**  
**Frequently Asked Questions**  
**on Distribution of Funds to Non-entitlement Units of Local Government**

AS OF JUNE 30, 2021

This document contains answers to frequently asked questions regarding the distribution of funds to non-entitlement units of local government (NEUs) under the Coronavirus State and Local Fiscal Recovery Funds (CSFRF / CLFRF, or Fiscal Recovery Funds). This document serves as a supplement to the main document of frequently asked questions, which is also available on the Department of the Treasury (Treasury)’s website. Treasury will be updating this document periodically in response to questions received from stakeholders. Recipients and stakeholders should consult the Interim Final Rule (IFR) for additional information.

- For frequently asked questions on topics beyond distribution of funds to NEUs, please see the main FAQ document at <https://home.treasury.gov/system/files/136/SLFRPFAQ.pdf>.
- For overall information about the program, including information on requesting funding, please see <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-government>.
- For general questions about CSFRF / CLFRF, please email [SLFRP@treasury.gov](mailto:SLFRP@treasury.gov).
- Treasury is seeking comment on all aspects of the Interim Final Rule. Stakeholders are encouraged to submit comments electronically through the [Federal eRulemaking Portal \(https://www.regulations.gov/document/TREAS-DO-2021-0008-0002\)](https://www.regulations.gov/document/TREAS-DO-2021-0008-0002) on or before July 16, 2021. Please be advised that comments received will be part of the public record and subject to public disclosure. Do not disclose any information in your comment or supporting materials that you consider confidential or inappropriate for public disclosure.

Questions updated or added:

- 6/7/21: 7.4-7.15 (noted with “[6/7]”)
- 6/22/21: 7.5 (noted with “[6/22]”)
- 6/30/21: 7.16-7.23 (noted with “[6/30]”)

## **7. Non-Entitlement Units (NEUs)**

### **7.1. Can states impose requirements or conditions on the transfer of funds to NEUs?**

As the statute requires states to make distributions based on population, states may not place additional conditions or requirements on distributions to NEUs, beyond those required by the ARPA and Treasury's implementing regulations and guidance.

For example, states may not impose stricter limitations than permitted by statute or Treasury regulations or guidance on an NEU's use of Fiscal Recovery Funds based on the NEU's proposed spending plan or other policies, nor permitted to offset any debt owed by the NEU against its payment. Further, states may not provide funding on a reimbursement basis (e.g., requiring NEUs to pay for project costs up front before being reimbursed with Fiscal Recovery Fund payments), because this approach would not comport with the statutory requirement that states make distributions to NEUs within the statutory timeframe.

**7.2. Can states transfer additional funds to local governments beyond amount allocated to NEUs?**

Yes. The IFR permits states, territories, and Tribal governments to transfer Fiscal Recovery Funds to other constituent units of government or private entities beyond those specified in the statute, as long as the transferee abides by the transferor's eligible use and other requirements. Similarly, local governments are authorized to transfer Fiscal Recovery Funds to other constituent units of government (e.g., a county is able to transfer Fiscal Recovery Funds to a city, town or school district within it).

**7.3. May states use funds to pay for the administrative costs of allocating and distributing money to the NEUs?**

Yes. If necessary, states may use Fiscal Recovery Funds to support the administrative costs of allocating and distributing money to NEUs, as disbursing these funds itself is a response to the public health emergency and its negative economic impacts.

**7.4 What steps do states and territories need to undertake to receive their NEU payments? [6/7]**

State or territorial governments that have made a request for their own funds in the Treasury Submission Portal will be considered by Treasury to have requested funding for their NEUs as well and should expect to receive their first tranche of payments for distribution to their NEUs within a few days of submission. No further action is required on the state or territory's part to receive these payments from Treasury. State or territorial governments that have not submitted a request are encouraged to do so at their earliest convenience.

**7.5 What are the specific deadlines for state governments in distributing funds? [6/22]**

Section 603(b)(2)(C)(i) states that "[n]ot later than 30 days after a State receives a payment," it "shall distribute" funds to each NEU in the state. Section 603(b)(2)(C)(ii) provides for a 30-day extension if a state certifies in writing an "excessive administrative

burden,” and possible additional 30-day extensions at the discretion of the Secretary of the Treasury if the state provides a written plan to the Secretary specifying “when the State expects to make such distribution and the actions the State has taken and will take in order to make all such distributions before the end of the distribution period.”

As outlined above, the statute expects state governments to allocate and disburse payments to all eligible NEUs within 30 days of receiving their NEU payment from Treasury. The statute also directs Treasury to grant a 30-day extension if a state certifies an “excessive administrative burden” in writing. Accordingly, Treasury will grant a 30-day extension for all states that complete and submit an extension form, which can be requested by emailing [SLFRP@treasury.gov](mailto:SLFRP@treasury.gov) with the subject line “NEU Distribution - Extension Form.” Treasury encourages all states to expeditiously distribute funding to eligible NEUs.

At the end of the first 30-day extension (60 days after the date on which the state received an NEU payment), states that have not made all distributions of their NEU funding may request an additional 30-day extension, which may be granted at the discretion of the Secretary of the Treasury. These states will be asked to provide a written plan that specifies the expected timing of the remaining distributions and efforts that the state has and will undertake to make these distributions. As part of this state plan, Treasury will accept plans from states that detail “reasonable efforts” to contact non-responsive NEUs and propose issuing a subsequent distribution of unclaimed funds if the NEUs remain non-responsive.

As outlined in the guidance, a state may only issue a subsequent distribution if it has made “reasonable efforts” to contact an NEU that remains unresponsive. As detailed in a different FAQ, states should not issue a subsequent distribution until at least 60 days after the state begins accepting and processing requests for funding from NEUs.

**7.6 How long does a state have to wait until an NEU can be treated as “non-responsive” and the state can issue a subsequent distribution based on unclaimed funding? [6/7]**

As outlined in the guidance, a state can issue a subsequent distribution of unclaimed funding allocated to an NEU after it has “made reasonable efforts” to contact an NEU that remains unresponsive. Treasury expects that states will undertake multiple outreach attempts to each unresponsive NEU before issuing a subsequent distribution. States should not determine that NEUs have been unresponsive, reallocate the remaining funds, and make a subsequent distribution until at least 60 days after the state begins accepting and processing requests for funding from NEUs.

**7.7 How should a state treat a local government on the list posted on the Treasury website that is no longer in operation and has been dissolved? [6/7]**

A state should consider a local government that is no longer in operation and has been dissolved as unresponsive and therefore ineligible for funding. As a result, the state should not allocate any funds to such local government.

In special circumstances where the local government is no longer in operation because it has been wholly annexed or otherwise wholly subsumed by another local government, the state may exercise discretion to re-allocate funding that had been allocated to the local government that is no longer in operation to the local government that annexed or otherwise subsumed such local government.

#### **7.8 How should territories allocate and distribute payments to their NEUs? [6/7]**

On May 24, 2021, Treasury issued guidance to assist states in allocating and distributing funds to NEUs. As part of this guidance, Treasury published a [list of local governments](#) for the states, along with a [step-by-step guidance document](#) for states to use to determine eligible NEUs from this list (NEU Guidance).

However, since the U.S. Census Bureau lacks recent data about NEUs in the territories (American Samoa, Guam, Commonwealth of the Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands), Treasury did not publish a list of local governments in these territories. In order to determine the eligibility of its NEUs, territories should follow the NEU definitions and standards set forth in the American Rescue Plan Act of 2021 (ARPA), the IFR, and the NEU Guidance.

- All active and functioning incorporated places are eligible as NEUs.
- In addition, the territories should consider active and functioning minor civil divisions as eligible, provided that each eligible minor civil division has the legal and operational capacity to accept ARPA funds and provides a broad range of services that would constitute eligible uses under ARPA. Please consult the [NEU Guidance](#) and the [definitional and data methodology](#) documents for more information about how to conduct such a facts-and-circumstances analysis to make this determination.
- States are not permitted by the statute to make NEU payments to cities that are eligible for a metropolitan city payment directly from Treasury under Section 603(b)(1) of the Social Security Act. The [list of eligible metropolitan cities can be found here](#).
- Territories should use the population data that it deems most appropriate. In evaluating the appropriateness of a data source, territories should give preference to the most recent and authoritative data available. Further, territories should publish a list of eligible NEUs on their website before issuing their first payments.

Territories should follow all other parts of the NEU Guidance (other than the subparts on identifying eligible NEUs from the list on Treasury's website), including with respect to treatment of overlapping populations, application of the 75 percent budget cap, procedures around the initial and subsequent distributions, and reporting requirements to Treasury.

**7.9 Can states pay entities that are not included in the list of local governments provided by Treasury? [6/7]**

No. The list of local governments on the Treasury website includes the NEUs eligible for distribution based on data provided by, and after consultation with, the U.S. Census Bureau. The statutory definition of NEU is detailed in the Non-Entitlement Unit of Local Government Definitional and Data Methodology. States may not pay entities that are not included in the list of local governments without prior Treasury approval.

**7.10 Is a Second Tranche payment guaranteed for NEUs, provided that they comply with the terms and conditions of the funding? [6/7]**

Section 603 of the Social Security Act, as added by the American Rescue Plan Act of 2021, directs Treasury to make two Tranches of payments to states for distribution to NEUs. The statute does not require, and Treasury will not require, NEUs to provide additional substantive information or receive special approval in order to receive a distribution from their state for the Second Tranche payment.

**7.11 How should states check to see whether an NEU is excluded or disqualified as outlined in the guidance? [6/7]**

States should use SAM.gov to check whether an NEU is excluded or disqualified in accordance with 2 C.F.R. Part 180 and Treasury's implementing regulations at 31 C.F.R. Part 19. Please contact the General Services Administration for further technical assistance with SAM.gov, including batch processing.

**7.12 Are states required to collect key information from the NEU as outlined in the guidance (e.g., banking information or top-line budget totals) or may states rely on existing information in their systems? [6/7]**

Provided that the existing information in a state's system complies with the requirements set forth in Section 603 of the Social Security Act, as added by the American Rescue Plan Act of 2021, and Treasury's Guidance on Distribution of Funds to Non-Entitlement Units of Local Government, a state may rely on existing information from their systems. Prior to using the information, the state should confirm that the information is accurate and up to date with the NEU.

**7.13 Do states have to collect actual budget documents to calculate the "75 percent budget cap," or can they rely on a budget total? [6/7]**

States can rely on a budget total from an NEU in order to calculate the "75 percent budget cap." As part of their first report to Treasury, NEUs will be asked to submit the actual budget documents that validate the budget total.

**7.14 Do states have to monitor NEUs for compliance with use of funds? [6/7]**

NEUs are considered prime recipients of Treasury and states are not responsible for monitoring NEUs for compliance with use of funds, beyond distributing and collecting signed copies of the award terms and conditions and assurances of compliance with Title

VI of the Civil Rights Act of 1964. However, if a state transfers funds to an NEU under Section 602 of the Social Security Act, as added by the American Rescue Plan Act of 2021 (e.g., a transaction that is not a distribution of funds to the NEU as required by Section 603(b)(2)(C) of the Social Security Act) or otherwise establishes a subrecipient relationship with an NEU, the state will be obligated under the award terms to account for the uses of the funds and report on such uses.

**7.15 Is there a requirement to distribute funds to NEUs electronically, or can funds be distributed via check? [6/7]**

While Treasury encourages payment in the most efficient way possible, there is no requirement that funds must be distributed to NEUs electronically.

**7.16 When does the states' statutory 30-day period begin for purposes of distribution of funds to NEUs? How do states request an extension? [6/30]**

For purposes of determining the beginning of the 30-day distribution period outlined in Section 603(b)(2)(C)(i), Treasury will assume that states receive their NEU payment three business days after the "invoice date," which is the date on which Treasury initiates a payment to the state. Three business days is an estimate as to the length of time it takes for payment processing. The status of payments to states can be found on the [Treasury website](#). States that receive their payment more than three business days after the invoice date may contact Treasury in order to update records.

Section 603(b)(2)(C)(ii)(I) directs Treasury to grant a 30-day extension if a state certifies an "excessive administrative burden" in writing before the end of the 30-day distribution period. To request an extension form, states should email [SLFRP@treasury.gov](mailto:SLFRP@treasury.gov) with the subject line, "NEU Distribution – Extension Form."

**7.17 The guidance outlines a process where states may issue a subsequent distribution of funds. Which NEUs should receive a subsequent distribution? [6/30]**

The [Guidance on Distribution of Funds to Non-entitlement Units of Local Government](#) outlines a process by which states can issue a subsequent distribution of funds to "residual NEUs" that received an initial distribution and whose initial allocation was below the 75 percent cap. These residual NEUs include NEUs whose initial allocation was below the 75 percent budget cap *and* which either (1) requested funding for itself; or (2) declined funding for itself and requested a transfer to the state under Section 603(c)(4).

**7.18 Some NEUs have declined their funding without requesting a transfer to the state under Section 603(c)(4). Can the state still retain these funds for its own use? [6/30]**

No. NEUs that have expressly declined funds but do not request a transfer to the state under Section 603(c)(4) should be treated as non-responsive, and their unclaimed funding can be re-allocated as part of the subsequent distribution. More details on the requirements and process of the subsequent distribution can be found in the guidance on [Treasury's website](#) and other FAQs in this document.



**7.19 If an NEU is non-responsive for its First Tranche payment, is it eligible for a Second Tranche payment? [6/30]**

No. An NEU only needs to request funding once for the entire sum of payment, including both its First and Second Tranches. An NEU that is non-responsive for its First Tranche payment is not eligible for a Second Tranche payment.

**7.20 For weak-MCD states, does the facts-and-circumstances test apply to entities' existing capacity or their potential capacity to undertake specific activities in the future? [6/30]**

The facts-and-circumstances test applies to the local government's existing capacity, not their potential capacity to undertake specific activities. For example, in determining whether an MCD in a weak-MCD state is eligible for funding, states should determine whether the MCD currently has the legal and operational capacity to accept ARPA funds and currently provides a broad range of services that would constitute eligible uses under ARPA.

**7.21 What is the assistance listing number for the Coronavirus State and Local Fiscal Recovery Funds? [6/30]**

The Assistance Listing for the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) was published May 28, 2021 on SAM.gov. This includes the CFDA Number for the program, 21.027.

The assistance listing includes helpful information including program purpose, statutory authority, eligibility requirements, and compliance requirements for recipients. The CFDA number is the unique 5-digit code for each type of federal assistance, and can be used to search for program information, including funding opportunities, spending on [usaspending.gov](https://usaspending.gov), or audit results through the Federal Audit Clearinghouse.

To expedite payments and meet statutory timelines, Treasury issued initial payments under an existing CFDA number. If you have already received funds or captured the initial CFDA number in your records, please update your systems and reporting to reflect the CSLFRF CFDA number 21.027.

Treasury has since updated the terms and conditions to be signed by NEUs to reflect the CSLFRF CFDA number. The updated agreement can be found on the Treasury website.

**7.22 Who needs to sign the Award Terms and Conditions for NEUs? [6/30]**

As outlined in the guidance, states should distribute the Award Terms and Conditions for NEUs for signature by an authorized representative of an NEU as part of the process to request funding. The NEU should then submit the signed terms and conditions back to the state, leaving the Treasury signature line blank, and keep a copy for submission with its first report to Treasury.

**7.23 By when do NEUs have to register with SAM? [6/30]**

All eligible recipients, including NEUs, are required to have an active registration with the System for Award Management (SAM) (<https://www.sam.gov>). NEUs who have not previously

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registered with SAM.gov may do so after receipt of the award, but before the submission of mandatory reporting.

Please note that the requirement for SAM registration is distinct from the requirement for a valid Dun & Bradstreet (DUNS) number. NEUs are required to have a DUNS number when they request funding from the state.