Broward County Office of the Inspector General
City of Hallandale Beach/Hallandale Beach CRA Status Report

INTRODUCTION:

On April 18, 2013, the Broward County Office of the Inspector General (OIG) issued its Final Report regarding the "***Gross Mismanagement of the Public Funds by the City of Hallandale Beach and the Hallandale Beach CRA***". As a part of the issuance of said report, the OIG required that the City of Hallandale Beach (City) and the Hallandale Beach Community Redevelopment Agency (HBCRA) provide a status report on the six recommendations required by the OIG. In response to that request, the City and the CRA have prepared the enclosed response.

RECOMMENDATION ONE:

"The CRA should take considerable steps to ensure the retention of stable CRA Staff, whether the CRA Executive Director duties remain with the City Manager or are again filled by an independent officer, the CRA should incorporate some level of independent management for CRA issues."

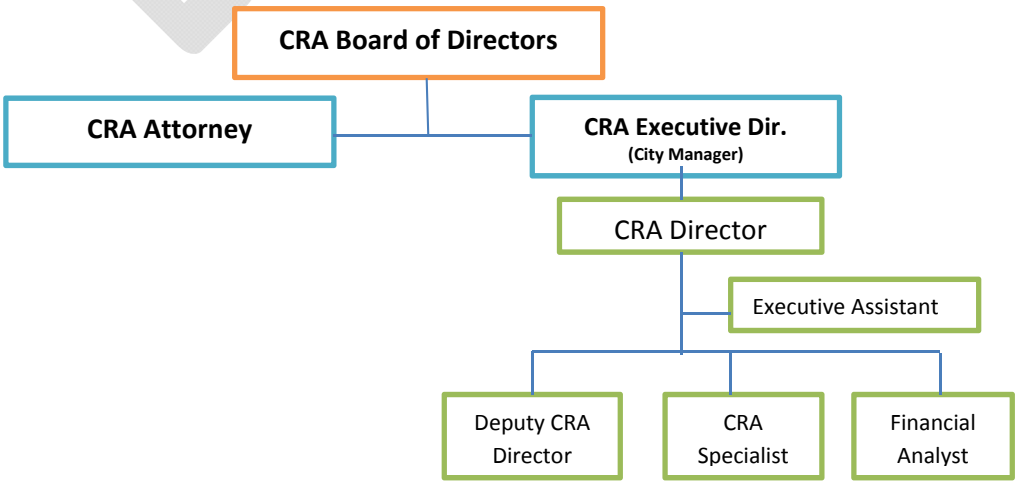
Status Report:

It is the belief of the City and the HBCRA that creating and maintaining a stable organizational structure and culture is paramount to the success of our future redevelopment activities. In order to achieve this goal the City Commission and the CRA Board of Directors must establish a strong operational foundation from which staff can consistently operate. From a management perspective there are three foundational elements that had to be established and maintained to address this concern:

Foundation One: A well-defined governance structure must be defined and maintained in order to foster the retention of quality professionals, foster the development of institutional knowledge, and maintain consistent continuity of operations for the HBCRA.

In line with that goal, on January 14, 2013, City Manager Renee Miller made a presentation to the CRA Board of Directors, asking them to provide final direction regarding the future governance of the CRA. Based on that presentation, the CRA Board made the determination that similar to 54% of the CRAs statewide and 67% of the CRAs in Broward County, the Governance Structure of the CRA moving forward would be to place the day-to-day operation of the CRA under the supervision of the City Manager's Office.

In an effort to establish an operational structure that would best serve the goals of the CRA Board of Directors and the community, the following organizational structure was established:



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Foundation Two: A team of well trained professionals with clearly defined roles and responsibilities must be cultivated. This team must have knowledge of Chapter 163 and understand the objectives of the HBCRA.

In order to address the issue of stability and to ensure that the HBCRA had an administrative professional with the skills to operate independently and manage the day-to-day responsibilities of the CRA, a new position in the City Manager's office was staffed to function in the capacity of Deputy City Manager/CRA Director. The new Deputy City Manager/CRA Director was hired on February 19, 2013. Furthermore, in an effort to address challenges that the CRA and the City faced with respect to project coordination, collaboration, and accountability the new Deputy City Manager/CRA Director has functional supervision over the City Departments that have the most synergy with CRA which are Development Services and Public Works, Utilities and Engineering.

Funding for this position is split between the City Funds and the CRA Funds and the employee tracks his hours and submits an accounting report quarterly in line with the invoicing process that exists for the purchase of City services by the CRA.

The roles and responsibilities of the remaining staff have been reviewed and will be revised in line with the new vision that has been established by the HBCRA board of directors.

Foundation Three: A clear and well defined organizational vision is necessary to be effective at redevelopment.

On February 15, 2013, the CRA Board held a Visioning Session to chart the course for the Agency for the remaining 13 years of the Tax Increment Fund. The Visioning Session yielded two (2) new Strategic Priorities:

Strategy #1: Undertake tangible capital improvements that create cohesive visual appeal within all areas of the CRA.

- GOAL 1- Undertake total improvement of the public realm
- GOAL 2- Promote public/public and public/private partnerships

Strategy # 2: Promote projects with large-scale impacts.

- GOAL 1- Issue a Request for Proposals (RFP) for NW infill housing
- GOAL 2- Issue a Request for Qualifications (RFQ) for the Dixie Highway/Foster Road parcel

The CRA Board of Directors advised during their Visioning session that the focus of the CRA in the final thirteen years will be tangible "bricks and mortar" capital improvements.

RECOMMENDATION TWO:

"The CRA should avail itself to training designed to strengthen the understanding of Chapter 163, its requirements, and its limitations on spending"

Status Report:

In line with efforts to build a stable and well trained employee base, the HBCRA and the City has invested in training for its employees to strengthen their abilities in the area of redevelopment and to ensure that all staff have core knowledge of Chapter 163.

The HBCRA has to date enrolled the CRA Director in the Florida Redevelopment Association Redevelopment Academy. The CRA Director has taken and successfully passed two of the five required courses to receive designation as a "Certified Redevelopment Administrator" (Exhibit One). Other CRA employees will seek enrollment in the academy in the weeks ahead. However, the Deputy Director of the CRA, and the Executive Assistant have both taken and successfully passed the Redevelopment 101 training course (Exhibit Two).

Furthermore, in recognition of the fact the City of Hallandale Beach Finance Department operates in the capacity of Fiscal Agent for the Hallandale Beach Community Redevelopment Agency, the City also sent three (3) Finance Department employees to the Florida Redevelopment Association's training on Budgeting, Funding, and Reporting (Exhibit Three) to provide continuing education for City staff on the limitations on spending under Chapter 163 and best practices.

CRA staff has been registered to attend the FRA Annual Conference in October 2013, to complete their training and certifications as well as keep abreast of statewide trends and best practices in the field of redevelopment.

It should also be noted that several members of the CRA Board of Directors have sought to expand their knowledge of Chapter 163 and best practices as it relates to the HBCRA by attending courses hosted by the Florida Redevelopment Association. These trainings include; the ABC's of CRAs, CRA Board Member Training, as well as the more advanced Redevelopment 101.

RECOMMENDATION THREE:

"The CRA should re-evaluate its current Community Partnership Grant program, which replaces the former charitable donation program for compliance with Chapter 163"

In its final report, the OIG stated three items of concern with the former charitable donation program, two of which have been addressed with the implementation of the new policies and procedures for the Community Partnership Grants Program in April of 2013. They are detailed for your review below:

Item One: The CRA did not use a transparent process nor standardized criteria to award funds

In response to this recommendation, CRA staff revamped its process concerning the receipt, evaluation, funding, and compliance of Community Partnership Grants. Upon issuing the public notification of funding availability to all non-profit organizations listed on both the CRA's and the City's database. CRA staff held a non-mandatory pre-bid meeting for all interested parties. At this meeting, the formal process was explained to attendees; and it was clarified that the new criteria for funding consideration would be based on a program's compliance with Chapter 163, along with compatibility with the Board's vision (Exhibit 4).

Upon receipt of grant applications, CRA staff will properly vet the applicants to ensure current 501 c (3) status, along with compliance with required application certifications, program budgets, and staff structure. The applications found to be in compliance are then submitted to the HBCRA Advisory Committee for review and evaluation. Applying agencies are scored based upon a formal scoring mechanism provided by CRA staff to the Advisory Committee. The scoring mechanism reflects the criteria stated above for funding consideration. Once scored, the funding recommendations are then

placed on the appropriate HBCRA Board meeting agenda for their formal funding action and authorization to execute a formal agreement. The grant application deadline was on June 10, 2013 for FY 14. The Advisory Committee meeting will review and evaluate the proposals received on July 10, 2013. Recommendations for funding will be heard and approved by the full CRA Board at their August 19, 2013 Board meeting.

Item Two: The CRA did nothing to verify the performance of the recipients of charitable donations

As stated in item one, CRA staff has revamped its process concerning Community Partnership Grants. One critical change to the process is that grant agreements will be awarded on a reimbursement basis. This means that funded agencies must have the financial capacity to carry out services to clients that reside within the CRA District for at least 30 days. Reimbursements from the CRA will be done to awarded agencies on a monthly basis, subject to the review and approval of reimbursement requests reflecting expenses incurred and clients served. It is also noted that a change to this process included adjusting the time frame in which the application cycle commenced to ensure that grant agreements are executed by the beginning of the fiscal year (October 1st) to ensure timely work performance and expenditure of awarded funds.

Throughout the program year, CRA staff will monitor awarded agencies to ensure compliance. Agencies found not in compliance will have the opportunity to remedy the findings within a timely basis. If remedies are not satisfactorily completed, the grant agreement will have a termination provision allowing the Executive Director to terminate said agreement, thus mitigating the CRA's exposure to financial obligations that are not in compliance with Chapter 163.

Item Three: CRA Funding of Non-Profits and Civic Displays were Beyond the Scope of Chapter 163

In this section, the preliminary report makes certain conclusions including "the CRA made expenditures of at least $1,474,739 in payments to non-profits entities for socially-beneficial programs that appear to have been outside the scope of Chapter 163." In arriving at this conclusion, the OIG relies substantially, if not solely, on Attorney General Opinion 2010-40 ("AGO 2010-40"). While the OIG states that AGO 2010-40 stands for the premise that a community redevelopment agency cannot provide grants to non-profits providing socially beneficial programs, a close reading of this opinion will reveal that the Attorney General gives no definitive answer as to whether or not all grants to non-profits are outside the scope of the Community Redevelopment Act. Furthermore, the OIG also fails to take into account the non-binding and advisory nature of an Attorney General Opinion and ignores the body of binding legal precedent regarding expenditures by community redevelopment agencies.[1] So, first and foremost, AGO

[1] I. General Nature and Purpose of Opinions

Issuing legal opinions to governmental agencies has long been a function of the Office of the Attorney General. Attorney General Opinions serve to provide legal advice on questions of statutory interpretation and can provide guidance to public bodies as an alternative to costly litigation. Opinions of the Attorney General, however, are not law. They are advisory only and are not binding in a court of law. Attorney General Opinions are intended to address only questions of law, not questions of fact, mixed questions of fact and law, or questions of executive, legislative or administrative policy.

Attorney General Opinions are not a substitute for the advice and counsel of the attorneys who represent governmental agencies and officials on a day to day basis. They should not be sought to arbitrate a political dispute between agencies or between factions within an agency or merely to buttress the opinions of an agency's own

2010-40 should be viewed in light of what it is – a non-binding advisory opinion. Furthermore, this Attorney General Opinion should not be viewed as contradictory to statutory language and prior legal precedent regarding the expenditure of tax increment revenues.

AGO 2010-40 acknowledges that pursuant to Chapter 163, CRAs are empowered to engage in activities which will reduce or prevent crime. It is well established that providing positive activities for young people to be involved in will reduce the opportunity for them to become involved in criminal activities. Therefore, before a definitive answer can be given as to whether or not a grant to a specific non-profit is outside of the powers given to a CRA under Chapter 163, one must first examine the activities of the nonprofit to see if they are engaging in activities which will result in the reduction or prevention of crime, which a lot of them do. For instance, one agency, PCA, which is mentioned in the report, was also funded by the Federal Weed and Seed Program. The Weed and Seed Program is designed to prevent crime. Accordingly, the evaluation must be done on a case-by-case basis and cannot be covered by a blanket statement.

While the grants might not have been specifically listed or set forth in the previously adopted CRA plans of 2001 and 2004, the City stands firm to its position that it cannot be substantiated that the CRA's grants were outside the powers granted to it pursuant to Chapter 163.

RECOMMENDATION FOUR:

"CRA Staff must be empowered to ensure compliance with the requirements of 163"

The CRA Board has made a determination moving forward regarding governance. Building upon that foundation, the HBCRA has established an operational structure to be effective in reaching the goals of the CRA Board as detailed in the status report for recommendations one and two. Furthermore, the new administration has worked to build a system of checks and balances between the City and the CRA that leads to greater oversight and quality control. Below are specific examples of these internal controls:

Administrative Controls:

- A comprehensive evaluation of all CRA Staff was completed to ensure capacity and to align employee skill sets with the needs of the organization.

- Staff has completed a comprehensive review of all the policies and procedures associated with current CRA program policies to ensure sound loan/grant underwriting criteria, fund recipient eligibility, and internal controls. These changes has been reviewed and approved for legal sufficiency by the CRA attorney and vetted and approved by the CRA Advisory Board. Formal Adoption of these policies by the CRA Board is scheduled for August 19, 2013.

- Staff has also completed a modification of Neighborhood Improvement and Business Improvement Program loan approval process to ensure proper checks and balances. These

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legal counsel. Nor should an opinion be sought as a weapon by only one side in a dispute between agencies. (reprinted from www.myfloridalegal.com)

changes has been reviewed and approved for legal sufficiency by the CRA attorney and vetted and approved by the CRA Advisory Board. Formal Adoption of these policies by the CRA Board is scheduled for August 19, 2013.

- Staff has implemented modifications to Community Partnership Grant evaluation and approval process, ensuring agency eligibility, delivery of services, eligibility of clients served, and disbursement of funds

Financial Controls:

CRA staff is primarily responsible for administering its funds and transactions. However, despite maintaining the redevelopment trust fund in a separate account, there remains a need to utilize a mechanism (system) to make payments for CRA expenditures, as well as a means to collect receivables (loan payments). While the possibility of establishing a stand-alone system to do this is being explored, it is believed that the up-front costs, and time required to set up such a system may not prove to be cost-effective in light of the number of transactions generated by the CRA. In order for the CRA to monitor all transactions recorded by the City's Finance Department, the following procedures were agreed upon between the CRA and Finance department.

- Expenditures for current CRA obligations will continue to be made by the City's Finance Department. On a monthly basis, Finance Staff will provide a report to assigned CRA Staff to reconcile said expenditures. Once reconciliation is completed, a transfer of the required amount will be authorized from the CRA account to the City's cash account. (*See an explanation of the CRA's detailed internal controls related to expenditures in our response to recommendation six).*

- With respect to receivables, the process will be the same but in reverse order. The City's Finance Department will receive payments on loans. On a monthly basis, Finance Department staff will provide a report on payments received and will then authorize a transfer of the total amount received to the CRA's account. *(Please see our response to recommendation five for details on the CRA's receivables).*

- Payroll for CRA staff is currently being handled directly out of the CRA account, and will continue to be done this way for tax purposes.

Having City Finance Department perform a limited role in the CRA fiscal transactions provides for checks and balances (provides for the opportunity for scrutiny of a third party re: vendor payments), as well as back-up to assigned CRA staff to ensure continuity and timeliness of transactions.

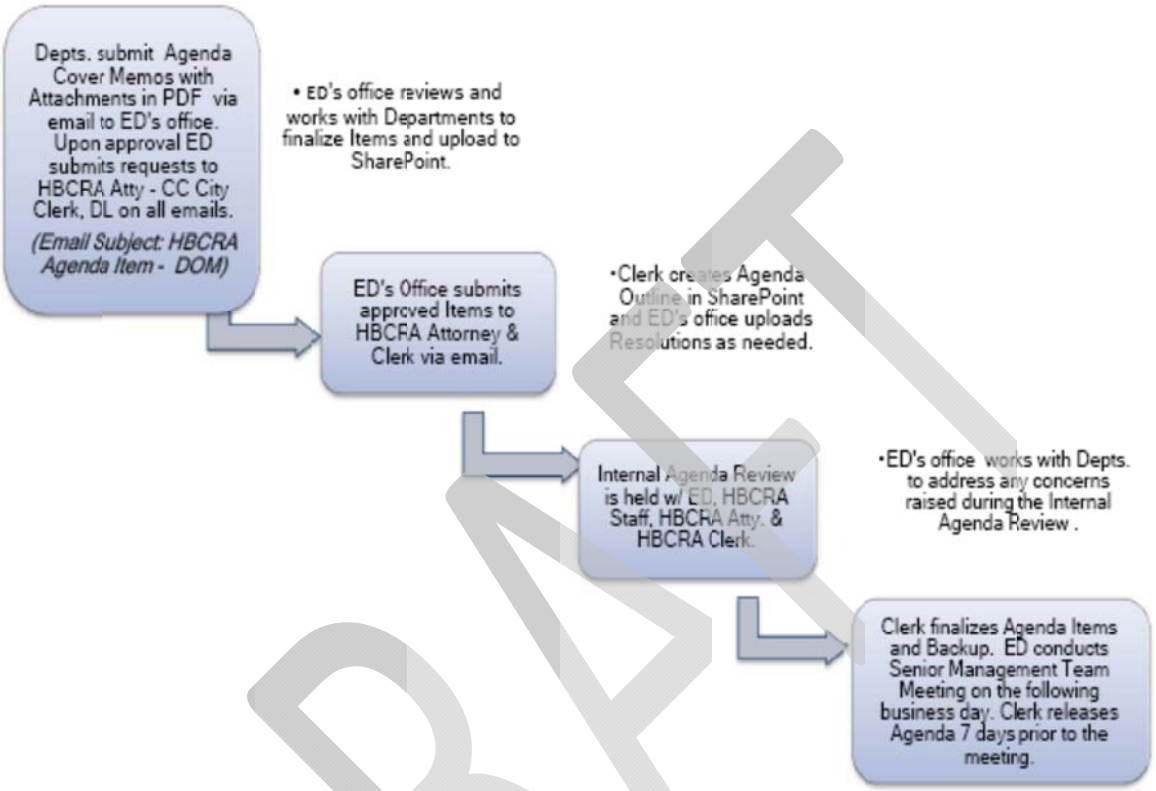
Legal Compliance:

- The new administration has implemented a detailed review and quality control process for all agenda items that are presented before the board. Items proposed by staff are submitted for Executive Director review and approval, once they are reviewed at this level, they are submitted to the CRA Attorney for legal sufficiency review and resolution drafting. A Final Agenda review with the Board Clerk, CRA Staff, the Executive Director, and the CRA Attorney is held ten days before the release of the agenda for final quality control, process, and compliance checks before

the official release of the agenda. The final Agenda and all backup is released seven days prior to the date of the meeting.

HBCRA AGENDA PROCESS WORKFLOW

(Process begins two (2) weeks prior to the meeting)



RECOMMENDATION FIVE:

"The City and the CRA should determine whether the current balance of the Redevelopment Trust Fund accurately reflects the amount of funds due to the CRA and if not, promptly effect reconciliation"

The funds due to the CRA each fiscal year are comprised of Ad valorem taxes, TIF revenues, interest earned and loan payments and fees. All CRA revenues are recorded in the City's accounting system in a separate redevelopment trust fund which is assigned a unique account numbering structure. With this account structure, the City and the CRA are at all times able to accurately determine the amount of funds due to the CRA. In June 2012, a separate bank account was opened in the name of the CRA with City National Bank. Ad valorem taxes and TIF revenues are deposited into this account directly and most recently, the CRA's investments (which were previously held in the City's pooled investment account) were transferred into the bank account. The CRA's audited investment balance as of September 30, 2012 was transferred out of the City's investment account and into the CRA's City National Bank account. All investment gains and/or losses and interest earned through June 21st will be calculated and credited to the CRA's bank account by the Finance department before the end of FY 2013.

Loan payments, interest and fees are currently deposited into the City's pooled account and recorded in the CRA redevelopment trust fund. The Finance Department and CRA created process in order to

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reconcile all loan receipts on a monthly basis to ensure accuracy and completeness so that these receipts can then be transferred into the CRA bank account also on a monthly basis. At the end of each month, the Finance department will submit a report to the CRA of all receivables (loan payments) and will authorize a transfer from the City's bank account to the CRA's account.

In addition, the assigned CRA financial staff performs monthly bank reconciliations for the City National account to reconcile the bank balance to what is recorded in the CRA's separate fund within the City's accounting system. At the end of each month, the CRA's cash balance reflects all funds due to or from the CRA, as a result of netting that month's cash receipts and disbursements.

RECOMMENDATION SIX:

"CRA should diligently monitor the expenditure of funds."

The City's Finance department, operating as the fiscal agent continues to process all CRA payments in its weekly check run through its Enterprise Resource Planning (ERP) system. However, the CRA has implemented new controls in order to properly and fully monitor all expenditures. The following is a detailed outline of all controls that now exist:

- An authorization process exists for all requisitions. All requisitions must be reviewed by the assigned CRA financial staff to ensure budget availability and proper account coding for the requested expenditure. All requisitions up to $1,500 require approval by the CRA Director, any over $1,500 need additional approval by the CRA Executive Director and any over $25,000 requires additional Board of Director approval. Once a requisition is approved and signed by the appropriate parties, all documents are submitted to the City's Procurement department for review and processing. This process is consistent with the CRA Bylaws which states that the CRA will follow all procurement procedures of the City.

- All invoices submitted by vendors are routed directly to the CRA office for review and require the CRA Director and possibly the CRA Executive Director's signature before being processed by the City's Finance Department for payment.

- A segregation of duties exists for the PO/invoice/payment process as the staff responsible for entering a new vendor is not the same person that approves such vendor, nor s/he the same person that processes payments to that vendor.

- Payroll for the CRA staff is currently processed by the City's Finance department. Each pay week, Finance brings a payroll summary to the CRA office. The assigned CRA financial staff reviews the payroll for accuracy and approves the wire online through the CRA's City National bank account website.

In addition to the controls listed above, the CRA and Finance department have agreed upon additional procedures so the CRA can monitor and reconcile all transactions that are recorded by Finance on a monthly basis. At the end of each month, Finance will submit a report of all payables (checks and payments) processed out of the CRA fund. Once the assigned CRA financial staff reconciles the payables report, s/he will authorize a transfer from the CRA bank account to the City's bank account for the total monthly amount.

CONCLUSION

The City of Hallandale Beach and the Hallandale Beach CRA has a commitment to maintaining a stable, successful, transparent, and well run agency that meets the goals set by the CRA Board of Directors and the expectations of the community. The OIG noted in the final report that they are "encouraged" by the remedial actions taken by the City and CRA. We believe that the actions taken prior to the release of the OIG report, coupled with the internal controls and administrative processes detailed above, exhibit to the OIG and the community that we are not only dedicated to good governance but have taken affirmative actions to improve the day-to –day operation of the CRA in accordance with Chapter 163.

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Exhibit One

Outline
REDEVELOPMENT 101

1. Glossary of Terms

2. History of Redevelopment in Florida

   A. Redevelopment vs. Revitalization
   B. Main Street
   C. Downtown Development Authority
   D. Community Redevelopment Agency

3. Main Street Designation

   A. Mission of Main Street
   B. Designation Process
   C. Criteria for Designation
   D. Funding for Main Street
   E. Relationship to CR Agency, DDA, and local governments

4. Creating and Managing a Community Redevelopment Agency

   A. Creation
      1. Chapter 163, Part III – Creating the Agency
      2. Findings and Declaration of Necessity
      3. Definitions
      4. Notice to taxing authorities
      5. Workable program
      6. Powers of taxing authorities
      7. Hiring staff and engaging consultants
      8. Creation of the CR Agency
      9. Coastal resort area redevelopment pilot project

   B. Community Redevelopment Plans
      1. Contents of redevelopment plan
      2. Modifications to redevelopment plans
      3. Consistency with comprehensive plan
      4. Expenditures consistent with redevelopment plan
      5. Phasing the Plan
      6. Planning for borrowing

   C. Governance
      1. Three forms – advantages and disadvantages:
         a. Governing body as CR Agency Board
         b. Governing body and two community members as CR Agency Board
         c. Community members as CR Agency Board
         d. Contrast differences in CR Agencies based on mission, budget issues, community, history, etc.
      2. Exercise of powers

3. Powers of CR Agencies.
4. Eminent Domain
5. Disposal of Property
6. Issuance of revenue bonds
7. Increment Revenue Trust Account
8. Staffing issues
9. Coordination with City/County management
10. Working with legal counsel
11. Working with city departments such as public works, planning and zoning, utilities.
12. Negotiating Interlocal Agreements

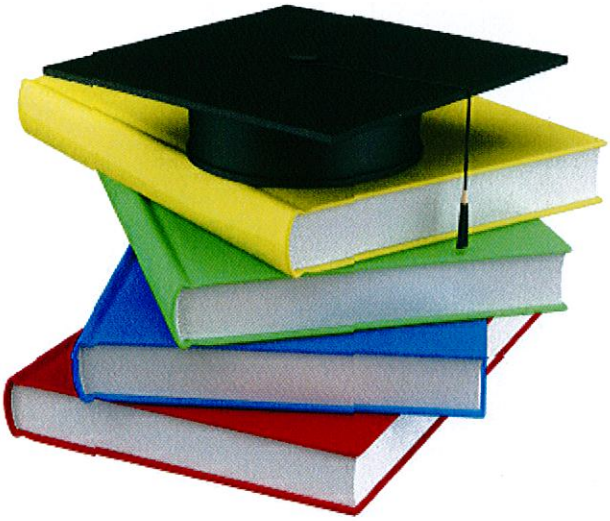
5. State Statutory Requirements

A. Government in the Sunshine
B. Ethics (Sunshine Amendment)
C. Reporting Requirements (See Check list)
D. Annual Reports and Audit
E. Public Records Law

6. Redevelopment Organization Resources

A.	International Council of Shopping Centers	www.icsc.org
B.	Florida Community Development Association	www.fcdaonline.com
C.	National Community Development Association	www.ncdaonline.org
D.	Florida Economic Development Council	www.fedc.net
E.	Florida Housing Coalition	www.flhousing.org
F.	Florida Special District Program	www.floridaspecialdistricts.org
G.	Florida Institute of Government	www.iog.fsu.edu
H.	International Downtown Association	www.ida-downtown.org
I.	Florida Regional Planning Councils	www.ncfrpc.org/state.html
J.	American Planning Association	www.planning.org
K.	Council of Development Finance Agencies	www.cdfa.net
L.	Florida Redevelopment Association	www.redevelopment.net
M.	California Redevelopment Association	www.calredevelop.org
N.	Urban Land Institute	www.uli.org
O.	Planetzin	www.planetzin.com
P.	Florida Main Street Program	http://www.flheritage.com/preservation/architecture/mainstreet/florida_main.cfm

Exhibit Two



Florida
Redevelopment
Association

Redevelopment Academy

General Academy Program Application

NOTE: If you are a new applicant, paperwork should be submitted one month prior to any course registration.

REDEVELOPMENT ACADEMY

www.redevelopment.net

About the Redevelopment Academy

The **Redevelopment Academy** is a certification program designed to promote a high level of knowledge and professionalism in the field of redevelopment. It also encourages development and maintenance of professional competence for practicing redevelopment administrators.

The goals of the redevelopment academy are:

- To educate on the benefits of and need for economic redevelopment;
- To provide an industry standard for professional redevelopers in the State of Florida;
- To provide a service and benefit to the FRA membership while promoting the services offered by the association;
- To provide practical, practitioner-based education of consistently high quality.

While the Florida Redevelopment Association (FRA) certifies that individuals meeting the criteria for successful completion of the academy program demonstrate certain competencies, the FRA expressly withholds any opinion as to the capability of any individual to successfully perform in a given position. Prospective employers and employees must make that decision.

The FRA encourages prospective employers and employees to share information regarding the requirements of the position and the capabilities of the candidate in a forthright manner to promote sound employment and professional decisions.

REDEVELOPMENT ACADEMY

Most Commonly Asked Questions

What is a certified redevelopment administrator?

For purposes of the academy, a redevelopment administrator is defined as an employee, manager or executive level officer of a Community Redevelopment Agency (CRA) or a Downtown Development Authority (DDA) in Florida.

What is a certified redevelopment professional?

For academy purposes, it is defined as an elected or appointed official, employee, consultant, Main Street administrator or board member of a redevelopment entity, other than a CRA or DDA, that engages in redevelopment activity.

How do I apply?

Mail in a completed program application form, attach all required documents, and send to the FRA Academy, Florida Redevelopment Association, 301 S. Bronough Street, Suite 300, P.O. Box 1757, Tallahassee, FL, 32302-1757. Documents may be sent electronically to jpiland@flcities.com or faxed to Jan Piland at (850) 222-3806.

What are the minimum requirements for taking the courses and exams?

You must meet all of the criteria as outlined in this packet. However, in order to receive a designation, you must be a member of FRA in good standing at the time of the designation.

How many courses must I take?

Five must be completed for certification.

How many exams must I take?

After each course (5), there will be an exam that must be passed.

What is the cost of the courses?

The cost is **$295.00** per course for the administrator track and **$395.00** for the professional track, which includes study materials. The cost for taking the test without the course is **$395.00**; however, no study materials are provided. Non-member cost per course is **$495**. If you are not deemed eligible for the academy upon application, or your status changes and you have already paid for a course, your money will be refunded in full by the FRA within 30 days.

What if I don't pass the exams on the first try?

A course module and exam may be taken one additional time at no cost to the candidate.

What is meant by the term "test out"?

After taking the two core courses, a member may take the test for additional courses without hearing the course presentation. However, there may only be one attempt at testing out per module, and study materials are not provided. Should a member fail the test under these circumstances, he or she must take the course and sit for the exam again to continue in the program. The cost of testing out is the same as taking the course.

How frequently are the courses and exams given and when?

The courses and exams are usually offered at least once per year. Two courses are offered in conjunction with the FRA Annual Conference and others in the spring/summer. Other classes may be offered periodically.

How important is it to review the study guide prior to the training?

There is material in the study guide that will not be covered in class but may appear on the test.

How will I be notified that I have been accepted or not accepted as a candidate?

Candidates will be notified electronically of their acceptance into the academy by the Florida Redevelopment Association office.

What are the general eligibility requirements?

Eligibility for acceptance into the academy, sitting for the module and comprehensive exams, and awarding of the certification are determined by the information provided on the official application form and accompanying documents. Please be as complete and specific as possible.

To be eligible to take the courses and sit for the tests in the program, an applicant must at the time of application:

1. Meet the educational and experience criteria for the specific designation applied for, outlined in the following pages.
2. Submit a letter from the current employer (if required) or another reference, recommending them for certification.
3. Complete the application form.
4. Attach the required documents.
5. Attach/send in payment or credit card information.
6. Sign and accept the FRA Code of Ethics.
7. Be approved by the FRA Certification Committee or the Board of Directors.

If an individual who meets the eligibility requirements is accepted into the Academy but later becomes unqualified, he or she may continue through the certification process and become certified upon completing the requirements within four years.

Criteria for Redevelopment Administrator Designation ("FRA-RA")

A "redevelopment administrator" is defined as "a current employee, manager, or executive level officer of a Community Redevelopment Agency or a Downtown Development Authority." A person may also qualify as a redevelopment administrator if they are a contract employee who works in the CRA or DDA every day as a regular employee.

For an individual to take the courses and tests for the redevelopment administrator designation, he or she must comply with or meet these prerequisites:

1. Education: master's degree (MPA, MBA, MURP, M-Eng, MUD or equivalent) plus two years experience at a senior level or four years in other experience as a redevelopment administrator…OR…master's degree (other than above) or a bachelor's degree (PA, BBA, Econ, Fin, Acct, Eng, Arch, Planning, Marketing, Management, or equivalent) plus four years experience at a senior level or six years in other experience as a redevelopment administrator.
2. Submit a copy of their resume demonstrating that they meet the minimum qualifications.
3. Submit copies of transcripts (all post secondary) documenting college degrees where appropriate.

If an applicant is denied, he or she may appeal this denial to the Certification Committee for review. Should the Certification Committee reject an applicant's appeal, the decision may be appealed to the full Board of Directors. NOTE: Non-members are not eligible for this designation.

Criteria for Redevelopment Professional Candidates ("FRA-RP")

A "redevelopment professional" is defined as "an elected or appointed official, employee, consultant, Main Street administrator, or board member of a redevelopment entity". Candidates must meet **one of the following:**

1. Be an elected, appointed or department official of local or state government.
2. Be a state or local government employee whose job is intimately involved in redevelopment efforts and who has attended at least one FRA Annual Conference in the last two years.
3. Be a board member of the FRA, a regional representative, or be a former Board member or regional representative within the prior five years.
4. Be employed as a consultant to a CRA, DDA or Main Street with a letter of recommendation from the agency, and who has attended at least one FRA Annual Conference in the last two years.
5. Be currently serving as a Main Street executive director, employee, or board member.
6. Be a member of a CRA/DDA board of directors.

Someone who is taking the courses as a **Redevelopment Professional** may convert to the Administrator designation if he or she attains the required experience or becomes employed by an entity as a Redevelopment Administrator. If an applicant is denied, he or she may appeal this denial to the Certification Committee for review. Should the Certification Committee reject an applicant's appeal, the decision may be appealed to the full Board of Directors.

Florida Redevelopment Association

REDEVELOPMENT ACADEMY

Program Application Form

Name_____ Title _____

Employer_____

Street Address _____ City _____

State _____ Zip _____ Phone _____

Fax_____ E-mail_____

If you are applying for entrance into the Certification Program your application must be submitted one month prior to registering for any scheduled courses. We cannot hold space in a scheduled course for anyone who has not been accepted.

Please send all required supporting documents listed in this packet via e-mail to jpiland@flcities.com, or fax to (850) 222-3806, or staple all supporting documents to the application and mail to: Florida Redevelopment Association, P. O. Box 1757, 301 S. Bronough, Suite 300, Tallahassee, FL 32302, ATTN: FRA Academy.

Florida Redevelopment Association

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.

STATEMENT OF ACCEPTANCE

I hereby certify that I have read and do accept the Code of Ethics set forth above. I understand that failure to comply with these guidelines may result in revocation of the Redevelopment Certification.

Signature _____

Printed Name _____

Date _____

Revocation & Disciplinary Actions

The FRA Certification Committee, referred to as the "Committee" in this section, shall handle all review matters. Appeals to the Committee's decisions are to the Florida Redevelopment Association Board of Directors.

I. Committee Review Procedures

After written notice and hearing, the Committee may revoke or may suspend, for a period not to exceed five years, any designation and certificate issued under these regulations; or may revoke, suspend or refuse to renew any designation and certificate under these guidelines; or may reprimand the holder of any such designation or certificate for any one of the following causes:

1. Certificate holder has been convicted of a work-related felony;
2. Certificate holder has been adjudicated mentally incompetent;
3. Certificate holder obtained his/her certificate using fraud or by misstatement of material fact;
4. Certificate holder identified or represented himself/herself as other than factual;
5. Certificate holder has violated provisions of the academy program;
6. Certificate holder has failed to accept the FRA Code of Ethics.

II. Hearing and Review Procedures

The Committee may, on its own motion or on the complaint of any person, initiate proceedings to determine the eligibility of any person for the application, examination and certification of redevelopment administrator. If the Committee determines that a hearing is necessary, the following procedures will guide the Committee's actions:

1. A written notice stating the nature of the charge or charges against the individual and the time and place of the hearing before the Committee on such charges shall be served to the individual not less than 30 days prior to the date of the hearing either personally or by mailing a copy of the notice by registered or certified mail to the last known address of the individual.
2. At any hearing the individual may appeal in person, produce evidence and witness on his/her behalf, cross examine witnesses, and examine evidence produced against him/her.
3. If, after having been served with the notice of hearing, the individual fails to appear at the hearing, the Committee may proceed to hear evidence against him/her and may enter a temporary verdict as shall be justified by the evidence, and a copy of such verdict will be sent by registered or certified mail to the last known address of the individual. The Committee may grant continuances upon written request and upon showing a good cause for failure to appear at such a hearing, set out in writing, signed by the individual and filed with the Committee. The Committee may reopen proceedings and permit the individual to submit evidence on his/her behalf, provided that the written request to reopen is filed with the Committee within 30 days after the date of the copy of the verdict

has been mailed to the individual.

4. A recording of the hearing shall be kept, and if deemed necessary by the Committee, a transcript shall be ordered.
5. A decision of the Committee shall be by majority vote of the Committee.
6. Any person in disagreement with any decision of the Committee may file an appeal with the FRA Board of Directors. Such a motion must be filed within 15 days of the Committee's announcement. The Board of Directors will file a reply to a motion for rehearing within the 30 days after the announcement of the decision. The Board of Directors will hear the appeal within 60 days from the time it is filed.
7. If the certificate holder has been found guilty by the Committee of any of the grounds set forth and circumstances concerning this matter have changed, he/she may petition the Committee for a rehearing of his/her case. The Committee's decision on this rehearing shall be subject to the appeals process described above.
8. A verdict is final when the motion for rehearing is denied or when the time for filing a motion has passed.
9. Upon application in writing and after a hearing in accordance with notice, the Committee may issue a new certificate number to an individual whose certificate has been revoked; or the Committee may reissue or modify the suspension of any certificate that has been revoked or suspended.

III. Disciplinary Actions

When the Committee finds an individual guilty of any of the charges set forth, it may enter an order imposing one or more of the following penalties:

1. Denial of an application;
2. Revocation of certification;
3. Suspension of certification;
4. Issuance of a reprimand; or
5. Placement of the certificate holder on probation as specified by the Committee.

If you need assistance please contact Jan Piland at jpiland@flcities.com or call (850) 701-3622.

Exhibit Three

BUDGETING, FUNDING AND REPORTING

1. Glossary of Terms

2. Budgeting

   A. Budgeting Theory and Principles

      1. Budget as public policy – follow the money
      2. Public purpose, public interest, public trust
      3. Range of services
      4. Level of services
      5. Tracking spending in relation to the budget
      6. CRA budget adoption process
      7. CRA budget amendment process

   B. Other concepts

      1. Capital improvement programs and budgets
      2. Allocations and appropriations
      3. Vouchers and purchase orders
      4. Increment and budgeting
      5. Line item budgeting
      6. Program based budgeting
      7. Truth in Millage Act (TRIM)
      8. Building consensus between Agency Board and city/county governing body
      9. Cash management
      10. Repaying initial debt to creating entity
      11. Difference between financial accounting and programmatic recordkeeping

   C. Revenues

      1. Ad Valorem
      2. Contributions and donations
      3. Fees
      4. Increment Revenue Financing
      5. Assessments
      6. Intergovernmental transfers
      7. Investment income
      8. Local option taxes
      9. Grants

   D. Best Practices

      1. Community Policing and Code Enforcement
      2. Capital expenditures
      3. Administrative expenses
      4. General government – cost Allocation and City Services
      5. Streets, sidewalks, lighting, drainage, etc.
      6. Parks and Recreation
      7. Water lines, sewer lines, other utilities
      8. Incentives and grants

9. Property acquisition and relocation (Uniform Act)
10. Demolition
11. Promotion, marketing, and events
12. Planning

E. Questionable Expenses

1. Maintenance and Repairs
2. Fire and rescue
3. Direct funding of events
4. Substitution of CRA funding for prior City/County funding
5. Funding non-profits or others to undertake activities not in the CR Plan

F. Increment Revenue Budgeting

1. Trust Fund accounting
2. CRA revenue projections

G. Finance

1. Cash management
2. Debt management
3. Debt instruments
4. Bonding
   a. Revenue bonds
   b. Revenue anticipation notes
5. Private placement (owner financing)

3. Increment Revenue Financing

A. Pre-conditions for Increment Revenue
B. Charter County Issues
C. Multi-district issues
D. Budget relationship between city/county and Agency
E. Save Our Homes Act
F. Portability of Tax Exemptions

4. Grants and outside resources

A. Community Development Block Grant
B. Front Porch Florida
C. Enterprise Zones
D. HOME, SHIP, NSP, and other housing programs
E. Not for profit foundations
F. Public/private partnerships

5. Cost Sharing

A. Redevelopment Plan authorization
B. Developing a Cost Allocation Plan
C. Project cost sharing with city/county

6. Developer extractions

A. Impact fees
B. Provision of infrastructure – parking, streets, etc.
C. Payment in Lieu of Taxes (PILOT)

7. Public/private partnerships

A. Using private side resources – land, labor, capital, management
B. Contacting with the private sector
C. Contract administration
D. Equity Investments
E. Equity position for CRA

8. Basics of CRA record management

A. File must "speak" for itself to posterity
B. Record retention, storage, inventory, and disposal guidelines
C. Overview of Florida public records law
D. Public access provisions
E. Coming digital availability requirements
F. Disaster preparedness

9. Reporting Requirements

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

Exhibit Four

Hallandale Beach Community Redevelopment Agency

Community Partnership Grant Funding

FY 2013-2014

ANNOUNCEMENT

The Hallandale Beach Community Redevelopment Agency has grant funds available to support programs and services as identified and recommended by the CRA Board of Directors. The intent of this funding is to allocate resources to local non-profit organizations who will address Priority Areas identified by the CRA. Organizations applying for funding should demonstrate collaboration with other organizations in order to leverage resources for services.

All requests for funding must demonstrate that programs or services benefit the residents of the CRA area.

The CRA Board of Directors has determined to re-focus the resources of the CRA to generate meaningful progress in the alleviation of slum and blight by targeting its funds to improvements in the public realm. The priority order approved by the Board was:

- Northwest Quadrant
- Dixie Highway & N.E. 1 Avenue Corridors
- Southwest Quadrant
- Northeast Quadrant
- Southeast Quadrant

Within these priority areas, the CRA remains committed to the following activities:

- Provision of Affordable Housing
- Recreation, Cultural Facilities and Activities
- Economic/Business Development
- Workforce Development and Employment Opportunities for Local Residents

Grant Requirements

- If an agency is not awarded funds, they may apply again the next distribution date.
- The organization's Board Chairperson, Executive Director, President, CEO, School Principal or official agency representative must sign the application.
- Applicants may be required to make a presentation to the CRA Advisory Committee.
- Funded agencies will be required to submit Quarterly Reports and a Final Report Summary to the CRA.
- Applications are accepted once per Fiscal Year.

Grants may not be used for the following purposes:

- Political campaigns or activities
- Fundraising events
- Activities to propagate a religious faith or restricted to one religion or denomination
- Honorariums for guests
- Grants to individuals
- Emergency funding

Applications will be available on April 26, 2013 online at www.hallandalebeachfl.gov or at the following location:

City Hall
CRA Office
400 S. Federal Highway, Suite 204
Hallandale Beach, FL 33009

A Technical Assistance Workshop will be held May 9, 2013 from 9:00AM to 10:00AM at the Foster Park Community Center, 609 NW 6 Avenue, Hallandale Beach. Please register for the grant workshop by calling 954-457-1303.

Grant Applications are accepted once per Fiscal Year:

Application Deadline
June 10, 2013
4:00 PM (no exceptions)

Deliver Application packages by mail or in person.

Hallandale Beach City Hall
City/CRA Clerk's Office
400 S. Federal Highway
Hallandale Beach, FL 33009
(No facsimiles or email accepted)

Notification of Awards
August 19, 2013

Hallandale Beach CRA

Community Partnership Grants Workshop
Fiscal Year 2013 - 2014

May 9, 2013

CRA Mission Statement

The mission of the Hallandale Beach CRA is to enhance quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation and neighborhood rehabilitation.

CRA Priorities from Visioning Session

The Board consensus was to re-focus the resources of the CRA to generate meaningful progress in the alleviation of blight by targeting the public realm in specific areas of the CRA in need of most attention. The order of priority selected by the Board was:

1. Northwest Quadrant
2. Dixie Highway & N.E. 1 Avenue Corridors
3. Southwest Quadrant
4. Northeast Quadrant
5. Southeast Quadrant

HBCRA Secondary Priorities from 2012 CRA Plan

- Affordable Housing
- Recreation, Cultural Facilities and Activities
- Economic/Business Development
- Workforce Development and Employment Opportunities for Local Residents

The A-Guide

A-Guide: Funding for Nonprofit Partners

- Methodology for verifying alignment and effectiveness of the programs and activities for grant opportunities
- Presents funding interest and intentions relative to addressing needs identified in the HBCRA Plan, along with practical information for eligible nonprofit organizations that wish to seek significant HBCRA funding.

Funding TimeLine

Announcement Issued	April 26, 2013
Technical Assistance Workshop	May 9, 2013
Application Deadline	June 10, 2013 no later than 4PM
Committee Review and Funding Recommendations	July 10, 2013
Notice of Funding Recommendation	July 2013
Hallandale Beach CRA Board of Directors Award	August 19, 2013

Grant Application

- No Facsimiles or e-mails accepted
- Mail or hand deliver to:
  City/CRA Clerk's Office
  400 S. Federal Highway,
  Hallandale Beach, FL 33009

By June 10, 2013 no later than 4PM
NO EXCEPTIONS.

Grant Application

The complete application consists of the following:

- Cover Page
- Grant Application
- Attachments as follows:
  a. Copy of Valid Organization Non-Profit Status Letter from IRS
  b. List of Board Members, Director/Agency Head, Titles and Addresses
  c. Evidence of Incorporation for State of Florida (www.sunbiz.org)
  d. Evidence of Financial Soundness (990 form) and documentation from a Financial Institution showing last three (3) months of operating expenses
  e. Letters of Support for the project (limit to three (3)) and proof of Leveraging of Funds (if applicable).
  f. Memorandum of Understanding/s if partnering with any organization/s
  g. Key Staff Resumes
  h. Certificate of Insurance or Letter of Indemnity

Funding Availability

- Total CRA Community Partnership Grants Budget $200,000
- $50,000 maximum applicant request for one fiscal year

Funding Guidelines

- Value of in-kind revenue should not exceed 10% of the total project/program budget.
- For Affordable Housing Programs, real estate donations will not be included in the 10% calculation.
- Funds will be reimbursed monthly in accordance with the "Funding Agreement"

Funding Eligibility

- Mission of the Agency must be consistent with the mission of the CRA.
- Classified as tax-exempt under IRS 501(c)(3).
- Serves residents of the CRA district.
- Demonstrated commitment by Board of Directors.

Application Review Criteria

Category	Weight
Complete application, minimum requirements and previous funding.	10 Points
Organization Background Information	10 Points
Description of the Program/Project	20 Points
Method or Strategy for Implementation	15 Points
Evaluation of Program/Project	10 Points
Sustainability	10 Points
Budget Information	15 Points
Leveraging of Funds	5 Points
Partnerships/Collaborations	5 Points
TOTAL POINTS	**100**

Application Review

- Numerically ranked list of recommendations.
- Applicants may be requested to make presentations to the CRA Advisory Committee.
- The CRA Advisory Committee will review staff's recommendations, may receive short presentations from applicants, and ask questions for clarity.
- The CRA Advisory Committee and the CRA Director will make preliminary funding recommendations and rankings to the CRA Board of Directors.

Award Notifications

- Grant recipients will be awarded during the CRA Board of Directors meeting on August 19, 2013.
- Award letter will be mailed to grant recipients.

Compliance

- Non-profit partners will be required to submit monthly and annual evaluation and financial reports.
- Report forms will be provided to organizations upon execution of funding agreements.

Questions & Answers