

EXHIBIT "A"

The
Riviera Beach Community Redevelopment Agency
Economic Incentives
Procedure Manual
2017

Riviera Beach Community Redevelopment Agency
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Table of Contents

1.0 Background – About this manual:

1.1 Introduction, Purpose & Scope	3
1.2 The Procedures & their Formulation	3
1.3 Responsibility	4
1.4 Organization of the Manual	4

2.0 Approved Economic Incentives Toolkit:

2.1 Property Improvement Incentive Program	7
2.2 Properties of Distinction Program	11
2.3 Business Relocation Assistance Incentive	13
2.4 Rent Assistance Incentive	16
2.5 Beautification Incentive	18

Appendix:

Future Incentive Programs

A.1 Job Creation Incentive Program	21
A.2 Property Investment Program	24
A.3 Business Technical Assistance Incentive	27

Underwriting Guidelines:

Economic Incentives Program	31
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1.0 Background – About this Manual

1.1 Introduction, Purpose & Scope

This manual has been prepared to provide the Riviera Beach Community Redevelopment Agency (RBCRA, CRA or Agency) with a written record of approved and current procedures for its Economic Development Incentive Program. This manual functions primarily to guide and assist staff in performing their assigned tasks and to provide a uniform set of guidelines to reference. The procedures affect all RBCRA employees and activities of the CRA as they relate to its Economic Development efforts within the business sectors of the Community Redevelopment Area.

The purpose of this manual is to establish a comprehensive set of procedures for the operation of RBCRA's Economic Development Incentive Program. The manual is applicable to the RBCRA Board of Commissioners (Board or Commissioners) and all employees and representatives of the Agency. All pertinent definitions are contained in the individual procedure sections.

The scope of this manual is to do the following:

- ☞ Provide all staff with guidance in the administration of the Agency's Economic Development Incentive Program through a well-organized body of procedures.
- ☞ Ensure that Agency procedures are developed through a systematic and uniform process.
- ☞ Ensure that all and procedures are properly disseminated in a timely manner.
- ☞ Ensure that the Agency's procedures are designed, developed and maintained to help the Agency in achieving its overall goals.
- ☞ Ensure that the manual is made available to staff who are expected or required to perform the duties contained in the manual.
- ☞ Ensure that all procedures are monitored in a comprehensive and consistent manner.

1.2 The Procedures & their formulation

Procedures are written expressions of RBCRA's Board of Commissioners' philosophy and guiding principles. They represent a course or line of action adopted and pursued by the Agency that provides guidance on its philosophy on identified issues. Procedures are created to guide the decision-making and action steps required to successfully enhance Economic Development within the Community Redevelopment Area.

Procedures are a detailed description of how a policy is to be accomplished. Procedures describe the steps to be taken, the frequency of the task, and the persons responsible for completing the tasks. Procedural statements represent the direction as well as the steps necessary to implement the philosophy statements. They identify "How" the policy statement will be implemented. Procedures in this manual are intended to provide guidance and assistance to administrators and other members of the CRA community in the conduct of CRA affairs.

The Executive Director, as chief executive officer of RBCRA, may issue policy statements on

various matters reserved to the position by the Board of Commissioners. Such statements must be consistent with policies adopted by the Board of Commissioners of RBCRA and may not exceed the limits established by the Board.

1.3 Responsibility

The Riviera Beach Community Redevelopment Agency (CRA) is a public body created pursuant to Part III, section 163.356, Florida Statutes. The Agency was created in 1984. Section 163.356 provides for the following:

- Manner of creating the CRA
- Appointment of the Board of Commissioners and their terms
- Eligibility for appointment of Commissioners
- Power of Commissioners
- Reporting requirements of the Agency
- Budget authority
- Method of removal of Commissioners

Pursuant to section 163.357, F.S., the Riviera Beach City Council established itself as the governing body of the CRA.

- A. Except for policy statements reserved to the Executive Director by the Board of Commissioners, the Board of Commissioners shall approve all policies.
- B. With the approval of the City Council, the Board of Commissioners has the authority to enact a budget for the Agency. The Commissioners also define the powers, functions, and duties of Agency staff; fix the compensation of employees; establish the working conditions of employees; authorize retirement and pension systems; and authorize such other powers required to set policy direction for the Agency.
- C. Overall responsibility for the preparation and updating of the *Economic Development Incentives Procedures Manual* is assigned to the Executive Director.
- D. Additions or deletions to the manual, when made, should be distributed to staff and individuals related to the Agency immediately. An up-to-date copy of the manual is made available electronically for inclusion on the Agency's web site and copies are made available for dissemination to the public, as necessary.

1.4 Organization of the Manual

The manual is comprised of individual sections, each covering a separate, distinct subject or activity. All individual sections have been separated for ease of reference by dividers. Reference documents applicable to an area are listed at the end of each section. Material in the manual is referenced through use of the "Table of Contents."

This procedures manual is divided into three (3) main sections. The first section consists of the manual's introduction and background. The second section presents the procedures for the incentive programs that are a part of the Agency's Approved Toolkit. The third section contains all the supporting schedules, forms, and exhibits. This procedures manual was created by the Agency, in compliance with the legal and administrative guidelines above, and it is approved by

the Agency's Board of Commissioners.

Legal and Administrative Guidelines

- ✓ Legal Authority for the Agency (Part III, section 163.356, F.S.)
- ✓ Bylaws of the Agency
- ✓ The Florida Special District Handbook (in compliance with Chapter 189.412, F.S.)
- ✓ Florida's Sunshine Law (Section 286.011, F.S.)

The Procedures Manual sections are independently structured and can be easily separated from the comprehensive manual for ease of use and reference. The manual provides detailed directions on implementing the incentive programs (both those that are already in the Approved Toolkit and those that are being considered for inclusion in the Approved Toolkit at the time of compilation).

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2.0 Approved Economic Incentives Toolkit

Riviera Beach CRA currently has five approved Economic Incentive Programs within its Toolkit:

1. Property Improvement Incentive Program (formerly the Strategic Enhancement Program)
2. Properties of Distinction Program
3. Business Relocation Assistance Incentive
4. Rent Assistance Incentive
5. Beautification Incentive

The Property Improvement and Beautification Incentive Programs require an annual appropriation and a defined application period for which to apply. The Properties of Distinction Program (PDP) also requires an annual appropriation and is available for properties in an approved CRA Sub-District. The Rent Assistance Program is only available for PDP designated properties. The Business Relocation Assistance Program is available on a first-come, first-serve basis. The CRA will allocate funding based on demand from qualified applicants as the CRA Board approves each request. All approved Economic Incentives Programs will be utilized only when the Board has budgeted funds and approved the Program's Underwriting Criteria if unchanged from the scope in this Manual.

2.1 Property Improvement Incentive Program

2.1.1 Program Description

The Property Improvement Incentive Program awards grant funds to improve commercial real property under competitive criteria. The program focus is on improving the property located along the major right-of-way corridors in the CRA. The applicant is required to invest a minimum of \$10,000 for improvements to building and/or site for a maximum CRA award of \$40,000. The applicant will be eligible for a grant from the CRA for up to \$40,000 based on \$1 private for every \$4 in public funds match criteria. The Board reserves the right to increase or decrease the award amount; including any amount approved for leverage; providing that such changes are communicated prior to Marketing & Intake Procedures (explained below).

The Property Improvement Incentive is designed to eliminate blighted conditions by incenting commercial property owners to make exterior improvements. The grant can serve as a match or be used to leverage other economic development incentives programs offered by others (loans, grants or investments).

2.1.2 Marketing & Intake Procedures

1. Each round will open with RBCRA announcing the Application Period (no less than 60-days). In addition to publishing this program's features on the CRA's website and program brochures, RBCRA will initiate outreach efforts through staff and consultants (if applicable) to commercial realtors and business organizations such as Chambers of Commerce, Business Development Boards, Economic Councils, Regional Planning Councils and local Business Networking Groups to market this program.
2. RBCRA staff will request that the applicants (owners/managers of the prospective properties) complete an Application Packet that staff will use as a part of the initial assessment process. The assessment process includes reviews of:
 - A Sources & Uses worksheet that explains, in detail, how the project will be financed (see Appendix A-11)
 - Evidence of sustainability: An existing business must show two or more years of profitable operations in Riviera Beach at the Incentive Location. A new business will be required to present financial projections.
 - Engineering Plans & Specifications (that demonstrate that the technical aspects of the project are compliant with the City's regulations and that they will facilitate successful execution of the Business Model); renderings and designs of the project's architectural elements, etc. The RBCRA reserves the right to require improvements to be consistent with architectural guidelines if established in the target area as a condition for the grant funds.
 - Copies of Business Licenses, Certifications, Registrations, etc.
 - Written communication from the City of Riviera Beach's Planning & Zoning Department indicating that the project is consistent with the City's Zoning & Land Use regulations.
3. Each application will be assigned a RBCRA staff person (or consultant) who will serve as its "designated project manager" and ensure that the application is processed expeditiously

and that the applicant is kept informed throughout the various stages of processing the application

4. RBCRA Staff will form a Selection Review Committee to consist of no less than five members who are appointed by the Executive Director and may consist of staff, consultants or volunteers. Each applicant will undergo a review by no less than two reviewers (one staff and one external reviewer). Any anomaly in score will be reviewed by the Executive Director and adjusted based on the Selection Criteria and Underwriting Guidelines outlined below.

2.1.3 Selection Criteria

The Property Improvement Incentive challenges its applicants to achieve a high threshold of performance in order to be eligible for an award. A Highly Qualified Applicant must achieve a minimum aggregate score of “60” to the extent that funds are available. The RBCRA staff will present a list of applicants from the highest score to the least for the Board’s review and approval. The Program’s selection criteria shall include:

1. An Eligibility Checklist. This review consists of a pre-requisite set of criteria that deems the Applicant qualified to proceed for competitive review (property is located in the CRA; evidence of a business entity; and no adverse lawsuits or unpaid fines against the City or CRA).
2. Project Criteria. This section assesses the project’s impacts: the degree to which it eliminates blight, increase tax revenues and is located in Board approved Redevelopment Priority Areas.
3. Community Development Impacts: Bonus points are allocated to the extent that the business provides goods & services for industry targets set by the Board.
4. Economic Impacts: Bonus points are allocated for jobs created or retained; evidence that business pays a higher or livable wage; evidence that business is recruiting applicants through PBC Workforce Alliance or Riviera Beach Mayor’s Initiative; addresses targeted
5. economic conditions set by the Board such as juvenile delinquency; and evidence that contractors domiciled in Riviera Beach are performing the improvements.

2.1.4 Underwriting Guidelines

See the Appendix

2.1.5 Approval Procedures

1. Application Process – All applicants are strongly encouraged to meet with CRA staff in order to determine eligibility before submitting an application. Funding requests will not be considered until all required documentation is submitted to the CRA office. Application packets must include the following documentation:
 - a) Completed/executed application
 - b) Copy of executed multi-year commercial lease or proof of ownership

- c) List of all jobs to be relocated to or created in the Riviera Beach CRA. Include qualifying jobs as well as non-qualifying jobs. Also, include brief job descriptions, salaries and benefits
- d) Schedule of proposed Eligible Reimbursable Costs
- e) Additional items as required in the Application Form

The Agency may also request the following additional information:

- f) Business plan, including executive summary and three-year financial projections of revenues and expenses
 - g) 3-year historical financials (as applicable)
2. Approval of Funding Request – Once eligibility is verified and all required documentation has been submitted, CRA staff will present the funding request to the CRA Board of Commissioners for approval. Staff will notify the applicant and landlord of approval, if granted.
 3. Grant Agreement – Following approval of the Grant Application by the CRA Board of Commissioners, the CRA and the Applicant shall negotiate and enter into a Grant Agreement which will clarify the terms and conditions of the PDI Grant, subject to the approval of the CRA Board of Commissioners.
 4. Grant Payments – Subject to the terms and conditions of the Grant Agreement, reimbursement will be made within ninety days from the CRA receiving the following:
 - a) Invoices and proof of payment for Eligible Reimbursable Costs
 - b) Certificate of Occupancy or Certificate of Completion (if construction was involved)
 - c) Verification that the jobs are in place including payroll records.

Alternatively, it is within the CRA Director’s discretion to authorize that partial grant payments be issued on a draw schedule so as to facilitate the timely completion of some of the approved projects (see the Business Incentive Payment Checklist form below).

5. Site Visits – CRA staff will conduct a site visit before grant payment is made in order to verify that the business is in operation. Staff may also conduct unannounced site visits periodically in order to ensure compliance with the terms of the grant agreement.
6. Reporting – By accepting the grant, the applicant agrees to comply with any reporting procedures deemed necessary by CRA staff to verify that the required job positions are properly fulfilled and maintained. Reporting may include, but is not limited to, payroll records, work schedules, and reporting forms.

2.1.6 Disbursement & Compliance Procedures

1. RBCRA will provide stewardship over the project and ensure that its plans review and approval processes get placed on the “fast track” within City Hall.

2. RBCRA will provide further project management involvement in terms of grant/incentive administration, interaction with City Departments (example: Police & Sanitation) on behalf of the property, marketing support, and other forms of technical support as needed.
3. As stipulated in the project agreement, RBCRA will release funds to the client on a reimbursement basis at the completion of the entire project (upon examination of the project's Certificate of Occupancy) or pursuant to processing each draw request (see Draw Request Form in Appendix A-10) in an expeditious manner (within ten working days).
4. RBCRA staff will perform monitoring exercises at least three times per year to record the applicant's compliance with the grant's requirements (i.e. job creation/retention, use of local contractors, etc.). The monitor will formally report the applicant's level of compliance to the RBCRA Director, and will also report any corrective action plans that the applicant has committed to implementing in order to achieve the agreed upon compliance goals in the grant agreement.

Economic Development Incentive

2.2 Properties of Distinction Program (PDP)

2.2.1 Program Description

The CRA Board has determined that there are certain properties within the Redevelopment Priority Areas that can be viewed as “economic drivers”, and, as such, these properties merit concentrated focus to ensure that their capacities are optimized for the elimination of blight, community and economic development impacts. To be considered a Property of Distinction (PDP), the property (or properties) must achieve a Project Section Score of 40 or more (see Underwriting Criteria).

This incentive program allows the CRA to work with the property owner or owners to design a customized plan of action that will result in the subject property achieving its “highest & best use.” The program focus is on improving the area that is benefiting from major attractions of public & private capital investments in excess of \$500,000 to allow the CRA to invest in excess of \$40,000 for improvements to infrastructure, blight elimination, or site assemblage to continue catalytic redevelopment effort from private activities or an infusion of third party public investments. The CRA will devise a customize plan for the Board’s approval. The CRA’s investment is expected to be leveraged by at least three times in private capital.

2.2.2 Marketing & Intake Procedures

1. The RBCRA will routinely engage in assessments that help to identify certain properties that could qualify for the PDP designation.
2. To achieve PDP designation, a property must be in an area that will benefit from a targeted redevelopment initiative.
3. The RBCRA will engage the PDP owners in visioning process to improve their properties consistent with the CRA Plan and any architectural guidelines established.
4. The visioning process culminates with the development of a Plan of Action which includes:
 - A Sources & Uses worksheet that explains, in detail, how the project will be financed (see Appendix A-11)
 - Engineering & Architectural Plans & Specifications as required
 - Other criteria set from the customized planning and investment process developed

2.2.3 Selection Criteria

The CRA will evaluate its grant assistance on a case by case basis and is seeking high community and economic development impacts.

2.2.4 Underwriting Guidelines

See the Appendix and Section 2.1.3 for description of Project Criteria and Impact targets.

2.2.5 Approval Procedures

See Section 2.1.5 for description. Additional information may be required given the magnitude of the potential investment or grant award.

2.2.6 Disbursement & Compliance Procedures

See Section 2.1.6 for description. Additional information may be required given the magnitude of the potential investment or grant award.

2.3 Business Relocation Assistance Incentive (BRA)

2.3.1 Program Description

The program reimburses moving expenses up to \$25,000 for businesses relocating to the CRA area; occupying property with a minimum tax assessed value \$1 million; and employing no less than eight (8) fulltime equivalents (FTE).¹ Those relocating businesses will be evaluated for providing the highest score in the Economic Impacts section of the Underwriting Criteria; provided that the applicant achieves no less than “60” for an aggregate Underwriting Score. The CRA reimburses applicants on a matching \$1 for \$1 basis upon completion of the move. This program option can be utilized in combination with the PDP or the PIIP.

The Business Relocation Assistance (BRA) Incentive is designed to attract new businesses in the CRA; with emphasis in the Redevelopment Priority Areas and projects that provide targeted goods & services in the Agency’s markets. The CRA Board reserves the right to fund a business with a lower aggregate score (below 60) if the combined score for The Project, Community & Economic Impacts exceed a score of 30 points.

The incentive program is a grant contribution program that is paid out within 90 days after a business has relocated or moved to the CRA District and the qualifying jobs are in place. The business must hold a current City of Riviera Beach business license after occupancy, and must have received a Certificate of Occupancy from the City (if applicable). The amount of grant contributed by the CRA to a business is based upon the company’s relocation costs. The CRA will analyze the cost estimate provided by the applicant and would provide a grant equal to fifty (50%) of the costs, up to \$25,000. The applicant must provide paid receipts and invoices for the costs of the relocation to the CRA as supporting information to the grant request. The use of the CRA Grant is limited to several categories as described below. The total funds allocated to the program will be identified in the CRA annual budget, which is entirely contingent on approval by the CRA Board. CRA payments to the Applicant will be made after the Applicant has presented invoices and proof of payment.

2.3.2 Marketing & Intake Procedures

1. The BRA is available of a first-come, first-served basis as funds are available or made available by the CRA Board as a budget amendment, if applicable. An applicant must first complete an application and be evaluated for achieving the minimum threshold points highlighted above.
2. See Section 2.1.2 for additional details.

2.3.3 Selection Criteria

A business seeking a BRA award must score a minimum of 60 based on the Underwriting Guidelines established (see Appendix). The CRA Board reserves the right to fund a business with a lower aggregate score (below 60) if the combined score for The Project, Community &

¹ One FTE is equivalent to two part time workers at 20 hours each, for example

Economic Impacts exceed a score of 30 points. The CRA Staff will review the grant application with a view to determining the applicant's compliance with the following criteria:

1. The Applicant Business must be relocating to the Riviera Beach CRA District. Companies relocating from within the City of Riviera Beach or from cities that are immediately adjacent to the City of Riviera Beach do not qualify for the Relocation Incentive Program.
2. Businesses that do not report employees' wages are not eligible for assistance under the Relocation Incentive Program.
3. Properties in the CRA areas are not eligible for CRA funded programs when such funding conflicts with the goals expressed in the CRA Redevelopment Plan.
4. Business must be properly licensed and approved by the State, County and the City of Riviera Beach.

2.3.4 Underwriting Guidelines

See the Appendix and Section 2.1.3 for description of Project Criteria and Impact targets

2.3.5 Approval Procedures

Approval of Funding Request – Once eligibility is verified and all required documentation has been submitted, CRA staff will present the funding request to the CRA Board of Commissioners for approval. Staff will notify the applicant and landlord of approval, if granted. Applicants must meet all of the following requirements in order to be eligible to receive assistance through the Relocation Incentive Program:

1. Following approval of the Grant Application by RBCRA Staff, the CRA and the Applicant shall negotiate and enter into a Grant Agreement that will clarify the terms and conditions of the Grant, subject to the approval of the CRA Board of Commissioners.
2. Grant Approval and approval of the Grant Agreement by the CRA Board must occur before company relocates. A business that enters into a Grant Agreement with the CRA must relocate within 6 months of receiving the approval. If the business does not relocate within that time frame, the grant approval will expire (unless the site is under construction).
3. The Relocation Incentive is contingent on funding availability, CRA Board approval, and the execution of the Grant Agreement by the CRA and the Applicant, and is not to be construed as an entitlement or right of a property owner or applicant.

2.3.6 Disbursement & Compliance Procedures

Eligible Reimbursable Costs

The following are costs that qualify for the grant:

- ✓ Moving Expenses paid to a licensed moving company
- ✓ Signage
- ✓ Interior Tenant Improvements
- ✓ Fixed Equipment Costs subject to CRA Approval
- ✓ Other Costs approved in advance by the CRA

Grant Payments – Subject to the terms and conditions of the Grant Agreement, reimbursement will be made within ninety days from the CRA receiving the following:

- a) Invoices and proof of payment for Eligible Reimbursable Costs

- b) Certificate of Occupancy or Certificate of Completion (if construction was involved)
- c) Verification that the jobs are in place including payroll records.

Site Visits – CRA staff will conduct a site visit before grant payment is made in order to verify that the business is in operation. Staff may also conduct unannounced site visits periodically in order to ensure compliance with the terms of the grant agreement.

Reporting – By accepting the grant, the applicant agrees to comply with any reporting procedures deemed necessary by CRA staff to verify that the required job positions are properly fulfilled and maintained. Reporting may include, but is not limited to, payroll records inspections, work schedules extracts, and reviews of company reporting forms.

2.4 Rent Assistance Incentive (RAI)

2.4.1 Program Description

RBCRA's Rent Assistance Incentive Program is narrowly available and designed to increase rental occupancy for real estate designated as "Properties of Distinction," the Ocean Mall and the Municipal Marina. To be considered, the Applicant must be referred from the property owner or leasing agent. The program is designed to allow the CRA to provide rental subsidies as incentives to eliminate high commercial or retail vacancy rates in PDP designated properties; attract targeted industries and provide for an increase in goods & services in Redevelopment Priority Areas. The Program provides rent subsidies of up to one-third of the business's monthly rent or \$500 per month (whichever is less) for twelve (12) months anytime during the first 18 months of a multi-year lease. The maximum total subsidy per business is \$6,000. Funding is budgeted on an annual basis and awarded on a first-come, first-served basis. All applications are subject to the approval of the CRA Board.

2.4.2 Marketing & Intake Procedures

1. The RAI Program is available on a first-come, first-served basis as funds are available or made available by the CRA Board as a budget amendment, if applicable. An applicant must first complete an application, comply with the Eligibility Checklist, and achieve a combined Community & Economic Impact score of 10 points or more.
2. See Section 2.1.2 for additional information that may be applicable.

2.4.3 Selection Criteria

Applicants must meet all of the following requirements in order to be eligible to receive assistance through the Rental Assistance Program:

1. Business must be located within the CRA and the property has been designated "Distinguished." Or the property is located in the Ocean Mall or the Municipal Marina in newly or recently constructed real property.
2. See Section 2.1.3 for additional criteria

2.4.4 Underwriting Guidelines

See the Appendix and Section 2.1.3 for description of Project Criteria and Impact targets

2.4.5 Approval Procedures

Rental subsidies may be approved for one-third of the business's monthly rent, up to a maximum of \$500/month. Subsidy payments will be paid in monthly installments for a maximum of twelve (12) consecutive months during the first 18 months of a business's operation. The total subsidy amount will not exceed \$6,000 per business. The two-step approval process will be as follows:

1. Approval of Funding Request – Once eligibility is verified and all required documentation has been submitted, CRA staff will present the funding request to the CRA Board of Commissioners for approval. Staff will notify the applicant and landlord of approval, if granted.

2. Grant Agreement – Following approval of the Grant Application by the CRA Board of Commissioners, the CRA and the Applicant shall enter into a Grant Agreement which will clarify the terms and conditions of the Grant, subject to the approval of the CRA Board of Commissioners.
3. The CRA reserves the right to pay subsidies directly to the property owner (or leasing agent) subject to the Applicant's consent.

2.4.6 Disbursement & Compliance Procedures

1. Grant Payments – Subject to the terms and conditions of the Grant Agreement, payments will commence according to the stipulations in the Grant Agreement and will be made directly to the landlord pursuant to the CRA receiving the following:
 - a) A copy of the applicant's Certificate of Occupancy
 - b) Verification that the jobs are in place including payroll records.
2. Site Visits – CRA staff will conduct a site visit before grant payment is made in order to verify that the business is in operation. Staff may also conduct unannounced site visits periodically in order to ensure compliance with the terms of the grant agreement.
3. Reporting – By accepting the grant, the applicant agrees to comply with any reporting procedures deemed necessary by CRA staff to verify that the required job positions are properly fulfilled and maintained. Reporting may include, but is not limited to, payroll records, work schedules, and reporting forms.

2.5 Beautification Incentive

2.5.1 Program Description

This program awards funds for visual (exterior) improvements to commercial real estate property. These improvements are for painting, parking lot resurfacing, signage, and landscaping, etc. Labor and materials may be contributed by the CRA in lieu of grant funds or a portion of the grant award. Maximum CRA grant awards cannot exceed \$4,000. The **Beautification Incentive Program** was established by the CRA to encourage existing building owners or operators to improve the exterior of their buildings to provide “curb appeal.” The program allows the CRA to fund 100% of the cost to paint, landscape and/or pressure cleaning an existing building with the Riviera Beach CRA, up to \$4,000. Property or business owners must submit a completed application accompanied by two estimates from licensed painters or landscapers and, if the grant request is part of a larger project, a total project budget. To be considered, an applicant must achieve an aggregate application score of “60” points to be considered qualified – see Underwriting Guidelines.

2.5.2 Marketing & Intake Procedures

1. Each round will open with the RBCRA announcing the Application Period (no less than 60-days advance notice). In addition to publishing this program’s features on the CRA’s website and on program brochures, the CRA’s staff will initiate outreach efforts to targeted businesses, property owners and associations.
2. The applicant will select two color choices—building and trim (recommended color palette options are available upon request.), and secure detailed proposals from two licensed and insured painters. The CRA reserves the right to require the applicant to chose urban design or architectural standards approved by the CRA Board for the area, if applicable.
3. See Section 2.1.2 for additional details.

2.5.3 Selection Criteria

Eligible structures include commercial buildings within the CRA.

Business must be properly licensed and approved by the City of Riviera Beach.

The following structures, expenses and projects will be automatically ineligible for assistance:

- ✓ Structures not located within the CRA District
- ✓ Trailers and other mobile/temporary structures
- ✓ Painting and pressure cleaning projects started prior to approval of application by CRA Board
- ✓ Projects done without the proper City approvals or licenses
- ✓ Projects using colors not approved by the Riviera Beach CRA and the City’s Planning and Zoning Department.

2.5.4 Underwriting Guidelines

See the Appendix

2.5.5 Approval Procedures

1. After processing the application, staff will forward it to the CRA board for final approval
2. After the application receives final approval, the applicant will be contacted and told to move forward with the project.

2.5.6 Disbursement & Compliance Procedures

1. Reimbursement will not be provided for projects completed before the application for assistance is approved.
2. To receive reimbursement, the applicant must submit: a copy of the work contract signed by both the vendor and the applicant, a copy of the work permit from the City of Riviera Beach, and proof of payment in the form of front and back of the cancelled check showing that the applicant has paid for at least 50% of the project.
3. The CRA will reimburse the applicant directly for up to 50% of the project costs - the CRA will not pay paint contractors directly; payment of contractors is the sole responsibility of the applicant.

APPENDIX

Future Incentive Programs: These programs were researched as being offered by other CRAs in the state of Florida and may provide opportunities to provide economic incentives on a case by case basis.

A.1 Job Creation Incentive Program

A.1.1 Program Description

New or existing non-retail businesses in the City of Riviera Beach Community Redevelopment Agency (CRA) may be eligible for an incentive known as the Job Creation Bonus Program (JCB). This incentive will be instituted to accelerate development in the CRA Redevelopment Area, create jobs that support other activities and to increase the supply of jobs in the City. Targeted projects may include companies from the following industries:

- ✓ Communications/Information Technology
- ✓ Life Science
- ✓ Logistics Companies
- ✓ Business / Financial Services
- ✓ Clean Energy
- ✓ Green Technologies & Manufacture
- ✓ Corporate Headquarters

The applicant company must generate a minimum value of five (5) New or Relocated qualifying jobs whose annual wages equal or exceed the CRA's living wage standard. Annual wages exclude commissions and tips.

The incentive program is a grant contribution program that is paid out over the benefit period, in equal quarterly installments. The amount of the total grant contributed by the CRA to a project is based upon the qualifying jobs generated by the project according to the following criteria:

- 5% of all certifiable annual wages -up to \$5,000 per job with a cap or \$25,000 per year for two years - for the new qualifying jobs created that are filled by Riviera Beach residents* anywhere in the CRA District;
- 10% of all certifiable annual wages -up to \$10,000 per job or \$50,000 per year for one year - for new qualifying jobs created in a newly constructed Class-A office or industrial building that are filled by Riviera Beach residents*;

The incentive amounts shall be calculated based on the annual wages that are paid to the qualifying employees at the start of employment. A salary raise given to a qualifying employee after the job starts will not increase the incentive amount. However, a salary reduction that occurs after the job starts will automatically void the grant approval for the entire company. Applications to the JCI program will be accepted for a five-year period commencing on January 1st, 2012. The Riviera Beach CRA will initially budget a maximum of \$250,000 per Fiscal Year to the JCI program, starting on October 1st 2011 for the 2011/12 FY.

A.1.2 Marketing & Intake Procedures

1. In addition to publishing this program's features on the CRA's website and on its brochures, the CRA's staff will meet with the leading commercial realtors, presidents of: the Chambers of Commerce, Business Development Boards, Economic Councils, Regional Planning Councils, and Business Networking Groups to market this program.
2. RBCRA staff will request that the applicants (owners/managers of the prospective companies) complete an Application Packet that staff will use as a part of the initial assessment process.

3. Application packets must include the following documentation:
 - a) Completed/executed application
 - b) Copy of executed multi-year commercial lease or proof of ownership
 - c) Business plan, including executive summary and three-year financial projections of revenues and expenses
 - d) 3-year historical financials (for existing businesses)
 - e) List of all jobs being created. Include qualifying jobs as well as non-qualifying jobs. Also, include brief job descriptions, salaries and benefits

A.1.3 Selection Criteria

1. Business must be properly licensed and approved by the City of Riviera Beach.
2. Businesses that do not report employees' wages are not eligible for assistance under the JCIP.
3. CRA Staff will only entertain applications from businesses that are within the targeted industries. Retail Businesses, Bank Branches, Restaurants, bars, and/or entertainment venues are not eligible for assistance under the JCIP.
4. In order to qualify for funding under the JCI Program the qualifying jobs must be either New Jobs or Relocated Jobs, defined as follows:
 - ☞ A New Job must be full time (minimum of 2,080 hours annually) and shall: be created in the Riviera Beach CRA District and add to the City's total job base; add incrementally to the company's payroll; result in a net increase in the number of employees of the Applicant Company; and involve only a new employee (a Riviera Beach resident) working on-site at the company's facility that is located in the Riviera Beach CRA District. A New full time or equivalent job may include permanent salaried and leased employees. All jobs must be located in the Riviera Beach CRA.
 - ☞ A Relocated Job involves full time (minimum of 2,080 hours annually) positions currently identified on the company's payroll that are being relocated to the Riviera Beach CRA District, and shall: add to the City's total job base; and involve only an employee working on-site at the new company's facility that is located in the Riviera Beach CRA District. A Relocated Job may include permanent salaried and leased employees that can prove residency in Riviera Beach. A Relocated Job excludes an existing employee of an Applicant Company located in other areas of the City of Riviera Beach.

A.1.4 Underwriting Guidelines

See the Appendix

A.1.5 Approval Procedures

1. Once eligibility is verified and all required documentation has been submitted, CRA staff will present the funding request to the CRA Board of Commissioners for approval. Staff will notify the applicant of approval, if granted.
2. Following approval of the Grant Application by the CRA Board of Commissioners, the CRA and the Applicant shall negotiate and enter into a Grant Agreement which will clarify the

terms and conditions of the JCI Grant, subject to the approval of the CRA Board of Commissioners.

A.1.6 Disbursement & Compliance Procedures

1. Grant Payments – Subject to the terms and conditions of the Grant Agreement, the JCIP grant shall be paid out over the designated benefit period, in equal quarterly installments. The first of the payments will commence within 90 days after: a) the jobs have been in place for a full calendar year; and b) payroll statements and any and all forms of job verification documents are provided to the CRA. Subsequent payments will be made each additional year in the same manner.
2. Site Visits – CRA staff will conduct a site visit before grant payments begin in order to verify that the business is in operation. Staff may also conduct unannounced site visits periodically in order to ensure compliance with the terms of the grant agreement.
3. Reporting – By accepting the grant, the applicant agrees to comply with any reporting procedures deemed necessary by CRA staff to verify that the required job positions are properly fulfilled and maintained. Reporting may include, but is not limited to, payroll records, work schedules, and reporting forms.
4. RBCRA staff will perform monitoring exercises at least three times per year to record the applicant's compliance with the grant's requirements (i.e. job creation/retention, use of local contractors, etc.). The monitor will formally report the applicant's level of compliance to the RBCRA Director, and will also report any corrective action plans that the applicant has committed to implementing in order to achieve the agreed upon compliance goals in the grant agreement.

A.2 Property Investment Program

A.2.1 Program Description

Developers and businesses intending to construct Class-A space (office, industrial, retail, hospitality, etc.) space in the CRA District may receive an equity contribution from the CRA equal to approximately 10% of the project cost, to be paid back to the CRA after the project becomes profitable. The CRA would provide to a developer with an equity contribution which the CRA would cover approximately 10% of the project costs (with the understanding that the total project costs will amount to no more than 80% of the project's Projected Assessed Value – as stipulated in a Certified Commercial Appraiser's "As Built" Appraisal). It is the CRA's intent to recover its equity contribution in the future upon the sale of the project, or upon the project reaching a return on the owner's investment that allows for payments to the CRA. The return of investment threshold that triggers the return of the CRA investment will be determined at the time that the CRA and the Developer enter into the Public Private Partnership Agreement; however, the CRA anticipates that the threshold that would trigger the recapture of the CRA's contribution would be at the point where the project's net income exceeds ten percent (10.0%) return of the developer's or building owner's equity. The CRA will not charge interest on its equity contribution. Any incentive that is approved by the CRA Board will be paid as follows: the first one-third (1/3) of the incentive amount will be paid after the project has reached 35% construction completion; the second one-third of the incentive amount will be paid after construction of the project has reached 65% completion; and the final one-third of the incentive amount will be paid after construction of the project is complete and the developer receives a final Certificate of Occupancy from the City for the project.

The PIP incentive is contingent on funding availability and CRA Board approval, and is not to be construed as an entitlement or right of a property owner or applicant. Properties in the CRA areas are not eligible for CRA funded programs when such funding conflicts with the goals expressed in the CRA Redevelopment Plan.

A.2.2 Marketing & Intake Procedures

1. In addition to publishing this program's features on the CRA's website with links to Palm Beach County's Business Development Board's (BDB) website, RBCRA will advertise the program in its brochures. The CRA's staff will work in concert with the BDB to target specific high-value prospects (companies) all over the U.S.A. in an effort to recruit them to the CRA District. All of RBCRA's stakeholders (Commissioners, Citizens, Staff, Consultants, Businesses, etc.) will be encouraged to hand out the Incentive Program's brochure whenever they are travelling out of town.
2. Prior to application submittal, the Applicant meet with City of Riviera Beach Planning & Zoning staff and the Riviera Beach CRA staff for a preliminary review of proposed project plans and construction budget. A Zoning Verification letter prepared by the City's Planning and Zoning Department indicating that the project conceptually meets the requirement of the City of Riviera Beach's Land Development Regulations shall be included with the application. The CRA Board of Commissioners reserves the right to approve the architectural drawings and site design.

3. If deemed necessary, the CRA will have the application and its contents evaluated and analyzed by an outside third party including but not limited to: partnership/ownership information with equity positions, mortgage on the property, tenant lease agreements, letter of Intent from lending institution and any other documents required by the CRA.
4. **Application Process** – All applicants are strongly encouraged to meet with CRA staff in order to determine eligibility before submitting an application. Funding requests will not be considered until all required documentation is submitted to the CRA office. Application packets must include the following documentation:
 - a. Completed/executed Application Form
 - b. Proposed project site plan, floor plans and building elevation (see Application Form for specific requirements)
 - c. Copy of executed multi-year lease or proof of ownership for the property
 - d. Business Plan, including executive summary, development costs, & ten-year operation Pro Forma including financial projections of revenues and expenses (see application form for specific requirements)
 - e. 3-year historical financials of owner(s) or related entity
 - f. Preliminary estimate of Construction Cost prepared by a licensed General Contractor (as required in application form)
 - g. Additional items as required in the Application Form

A.2.3 Selection Criteria

The Property Investment Program's (PIP) selection process is driven by the following criteria:

- ☞ The extent to which a particular property or group of properties is defined by the CRA as a significant "Economic Driver" within the redevelopment area:
 - ✓ the revitalized property will increase total employment within the CRA by at least 1% (including both direct & indirect employment)
 - ✓ the revitalized property through its renewed appearance will "spur" redevelopment and attract high quality tenants on an otherwise blighted block
 - ✓ The revitalized property will significantly contribute to crime reduction (by at least 8% over previous year) on its block
- ☞ The willingness and capacity of the subject property's owner to participate in an initiative that would involve a Public/Private partnership and fairly aggressive property enhancement tactics
- ☞ The financial and operational capacity of CRA at the point in time when a particular subject property is being considered for the Program.

A.2.4 Underwriting Guidelines

See the Appendix

A.2.5 Approval Procedures

Once eligibility is verified and all required documentation has been submitted, CRA staff will present the request to the CRA Board of Commissioners for consideration. The applicant's presence is required at the CRA Board meeting to present its development proposal and to answer questions by the CRA Board. Staff will notify the applicant of approval, if granted.

Following authorization by the CRA Board of Commissioners, the CRA and the Applicant shall enter into a Public Private Partnership Agreement that will clarify the terms and conditions of the Grant.

A.2.6 Disbursement & Compliance Procedures

After CRA Board's Approval of the Public Private Partnership Agreement, the applicant shall be obligated to complete the following project milestones within the specified time periods:

- a. Site Plan Application submittal to City within 60 days
- b. Site Plan Review and Appearance Board Approval within 180 days
- c. Site Plan Certification by the Planning and Zoning Department within 270 days

If these steps are not completed within the specified time frame from the CRA Board approval of the Grant Agreement, the Grant Agreement can be terminated at the discretion of the CRA Commission.

Start of Construction – Construction shall start within the time frame specified in the Public Private Partnership Agreement. If construction does not start within the specified time frame, the Public Private Partnership Agreement can be terminated at the discretion of the CRA Commission.

Site Visits – CRA staff may conduct site visits before investment is disbursed in order to verify that improvements are complete as presented in the approved application. Staff may also conduct unannounced site visits periodically in order to ensure compliance with the terms of the Public Private Partnership Agreement.

Reporting – By accepting the investment, the applicant agrees to comply with any reporting procedures deemed necessary by CRA staff to verify that the required construction is complete.

A.3 Business Technical Assistance Incentive

A.3.1 Program Description

Business owners and residents of the CRA District are eligible to receive subsidized management and technical assistance from approved consultants. This Technical Assistance incentive will enable the CRA to create a diverse business community within the Redevelopment Area by subsidizing the delivery of business assistance to entrepreneurs who may not possess all the skills required to ensure their venture's success. The technical assistance will reduce the business failures within the Redevelopment Area, thereby maintaining stability in employment, tax revenues, and in economic viability. As it is a part of the CRA's Business Development Program, this incentive can, at the CRA Director's discretion be administered in conjunction with the Rent Assistance Incentive.

The CRA will subsidize up to 75% of management and technical assistance and technology services provided by approved consultants to business owners and residents of the CRA District. The CRA's payments will not exceed \$3,000 per approved application.

Eligible business incubation services include:

- Incorporation Services
- Fictitious Name Registration
- Business Plans
- Marketing Plans
- Graphic Design Services
- Website Design
- Monitoring Ongoing Operations

A.3.2 Marketing & Intake Procedures

1. In addition to publishing this program's features on the CRA's website and on its brochures, the CRA's staff will meet with the leading commercial realtors, presidents of: the Chambers of Commerce, Business Development Boards, Economic Councils, Regional Planning Councils, and Business Networking Groups to market this program.
2. RBCRA staff will request that the applicants (owners/managers of the prospective properties) complete an Application Packet that staff will use as a part of the initial assessment process. The Application will include a detailed Scope of Work to be accomplished by the Technical Assistance Provider and the cost estimate for each item of work.
3. RBCRA staff will request a Business Plan complete with financial projections that articulates the applicant's potential for sustainability and profit maximization.
4. The CRA will maintain a list of at least three pre-approved Technical Assistance Providers who have areas of strength and specialization that complement each other

A.3.3 Selection Criteria

The Technical Assistance Incentive challenges its applicants to achieve a high threshold of performance in order to be eligible for an award. The Program's selection criteria include:

1. A Background Check on the business applicant to ensure that it is properly registered and licensed to do business; Lien Searches & Adverse Records inquiries are also conducted to ensure eligibility
2. The criteria also include longevity (business applicants that have been domiciled in the City of Riviera Beach for more than 3 years are awarded bonus points.
3. Heavy scrutiny is placed on the project – its location, the degree to which it will eliminate blight and increase tax revenue are qualitatively and quantitatively weighed in order to rank the applicant.
4. The project's Community Development Impacts are also analyzed to determine the extent to which the applicant and/or its tenants will provide goods and services that will enhance the community's prosperity.
5. The factors associated with the project's Economic Impact:
 - ✓ local job impact
 - ✓ the viability of the occupant's business model
 - ✓ the extent to which the project addresses major community challenges such as crime, poverty, juvenile delinquency
 - ✓ the project's use of local contractors to perform the workare also qualitatively assessed and ranked.

A.3.4 Underwriting Guidelines

See the Appendix

A.3.5 Approval Procedures

Once eligibility is verified and all required documentation has been submitted, CRA staff will present the funding request to the CRA Board of Commissioners for approval. Staff will notify the applicant of approval, if granted.

A.3.6 Disbursement & Compliance Procedures

1. Each Consultant will submit a copy of his/her invoice and a copy of his work product (the work product may, in some instances, be a report which lists the accomplishment of certain tasks) to both the Grant Recipient & the CRA
2. RBCRA staff will verify that the work done is consistent with the Scope of Work that was originally authorized, and that the work is complete and of high standards
3. Subsidy payments will be disbursed after proof of the Grant Recipient's portion of payment to the Technical Assistance Provider. A maximum of \$3,000 of payments may be made.

Appendix
Underwriting Guidelines