



**City of North Miami Beach, Florida**  
**Community Redevelopment Agency (CRA)**



**CRA Board  
Meeting Agenda**

**April 19, 2022  
4:00pm**

*CRA Board Members:*

Board Chair Anthony F DeFillipo  
Board Vice Chair Fortuna Smukler  
Board Member McKenzie Fleurimond  
Board Member Michael Joseph  
Board Member Barbara Kramer  
Board Member Daniela Jean  
Board Member Paule Villard

*Staff:*

Executive Director: Arthur Sorey III  
CRA Director: Joann Milord  
CRA Attorney: Pamala Ryan

1. Call to Order/Roll Call
2. Public Comment
3. **Action Item:** Approval of March 24, 2022 Minutes
4. **Action Item:** Approval 2021-2022 Annual Budget Amendment
5. Adjournment



**City of North Miami Beach, Florida**  
**Community Redevelopment Agency (CRA)**

**COMMUNITY REDEVELOPMENT AGENCY BOARD MEETING MINUTES**  
**DATE: March 24<sup>th</sup>, 2022**

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**Call to Order/Roll Call**

The meeting was called to order at 4:16pm.

Vice Chair Fortuna Smukler, Board Member McKenzie Fleurimond, Board Member Michael Joseph, Board Member Barbara Kramer, Board Member Daniella Jean were present.

Chairman Anthony F. DeFillipo and Board Member Paule Villard were absent.

CRA Director Joann Milord, City Manager Arthur H. Sorey III, Attorney Pamala Ryan, and City Clerk Andrise Bernard were also present.

**Public Comment**

The meeting was opened for **Public Comment**.

There were no speakers.

The meeting was closed for **Public Comment**.

**CRA Board Meeting Minutes of February 15<sup>th</sup>, 2022**

**Motion to approve** the CRA Board Meeting Minutes of February 15<sup>th</sup>, 2022, made by Board Member Michael Joseph, seconded by Board Member McKenzie Fleurimond.

**Motion Passed Unanimously.**

**Approval of 2021 Annual Budget Report**

**Motion to approve** the FY2021 CRA Annual Report made Board Member McKenzie Fleurimond, seconded by Board Member Michael Joseph.

**Motion Passed Unanimously.**

**Announcements**

City Manager Arthur H Sorey III provided an update of the most recent activities of the CRA. Staff will be provided a status update within the next few months regarding the CRA's future request for an extension. Also offers his gratitude to CRA Director Joann Milord on her tremendous work and progress with the CRA.

**ADJOURNMENT**

With no further business to come before the CRA Board, the meeting was adjourned at 4:20pm.



## ***City of North Miami Beach, Florida*** ***Community Redevelopment Agency (CRA)***

### ***CRA Board of Commissioners:***

Chair Anthony DeFillipo  
Commissioner McKenzie Fleurimond  
Commissioner Michael Joseph  
Commissioner Barbara Kramer  
Commissioner Daniela Jean  
Commissioner Fortuna Smukler  
Commissioner Paule Villard

### ***Staff:***

Arthur Sorey – Executive Director  
Joann Milord – CRA Director  
Pamela Ryan – CRA Attorney  
Gedel Merzius – Assistant City Manager

## **Fiscal Year 2021-2022 Budget Amendment No. 1**

For the Fiscal Year Starting on October 1<sup>st</sup>, 2021 and ending on September 30<sup>th</sup>, 2022

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### **Overview**

The North Miami Beach Community Redevelopment Agency (“CRA”) was authorized in 2005 by the Miami-Dade County Board of County Commissioners (“BCC”) and is a successful partnership between the City of North Miami Beach (“City”) and the BCC. The Redevelopment Area consists of approximately 468 acres and contains commercial, institutional, recreational, mixed-use, and multi-family residential uses.

The BCC delegated many of the CRA powers to the City, which then created the CRA. The BCC retained other CRA powers such as approval of the annual budget, amending the Redevelopment Plan, approval of long-term debt such as loans and bonds, and other powers, which was described in the 2005 Interlocal Agreement between the BCC, City, and CRA.

The CRA’s goals are:

- Eliminate and prevent blight,
- Improve the public infrastructure, and
- Prevent and reduce incidents of crime.

The CRA is a dependent special district that may only take on projects and programs that were approved in the Redevelopment Plan.

The latest Redevelopment Plan amendment was adopted by the BCC on March 7<sup>th</sup>, 2017 through Resolution R-213-17. The CRA will sunset on October 11<sup>th</sup>, 2028.

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**Special thanks** to the volunteer, uncompensated Redevelopment Advisory Board Members and Liaison Vice Mayor Daniela Jean:

RAB Members:

(after 7-21-20): Pradel Vilme; Antonio Ortega; Maria Gallegos; Robert Kriebs; Wena Sutjapojnukul; Joseph Marmar

## Fiscal Year 2021-2022 Budget Amendment No. 1

The following section provides a narrative of the CRA's FY 2022 Budget Amendment No. 1 (attached as Exhibit A) which is substantially in alignment with the 5-Year Strategic Finance Action Plan.

### Revenues

The amended revenues for the CRA total \$8.8 million, which in the original budget was \$9 million. The reduction is a result of the actual Carryforward Fund Balance versus the estimated balance in the original budget. The amended revenues include the following:

<u>Tax Increment</u> <sup>1</sup>	<u>\$ 3,160,372</u>
<u>Investment Earnings</u>	<u>45,000</u>
Carryforward Fund Balance	<u>5,609,924</u>
Total:	\$ 8,815,296

#### Tax Increment

The primary source of revenue for the CRA is derived of tax increment received from the City (est. millage rate: 6.2000 mills) and BCC (est. millage rate: 4.6669 mills) and totals \$3,160,372 for FY 2022 (after adjustment for final 2019 taxroll variations).

Property values within the CRA (July certification) for FY 2022 increased 6.8% to \$549 million.

#### Investment Earnings

Earnings on the CRA's invested cash is conservatively estimated at \$45,000 for FY 2022.

#### Carryforward Fund Balance

Represents the carryforward of fund balance (i.e. unspent cash balance) within the CRA that is available for investment in redevelopment initiatives. In the original budget, the Carryforward Fund Balance was \$5,819,170 but the actual Carryforward Fund Balance is \$5,609,924.

### Expenditures

Expenditures for the CRA total \$8.8 million based on the revised revenues in this Budget Amendment No. 1 and to reconcile the reduction in revenues, there has been a reduction to the District-Wide Improvements line item from \$3,625,000 to \$3,415,754. The expenditures include the following:

<u>Salaries and Related</u>	<u>\$ 609,159</u>
<u>Operating Expenditures</u>	<u>956,679</u>
<u>District-Wide Improvements</u>	<u>3,415,754</u>
<u>Transfers</u>	<u>596,204</u>

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<sup>1</sup> Annual budget categorizes the tax increment as a "Transfer from General Fund" (City tax increment) and "Local Grants" (BCC tax increment).

Target Area Initiatives

<u>South of the Canal Target Area</u>	<u>600,000</u>
<u>Civic Commons Target Area</u>	<u>100,000</u>
<u>Branding and Marketing Target Area</u>	<u>75,000</u>
<u>Land Acq./Redevelopment Incentives Target Area</u>	<u>2,462,500</u>
	\$ 8,815,296

District-Wide Improvements (capital outlay/non-operating expenditures)

Represents funding totaling \$3.4 million in this Budget Amendment No. 1 from previous \$3,625,000 allocation and includes the following changes:

- West Dixie Highway Streetscape Improvements (\$210,000 from previous \$200,000) – Streetscape improvements to the West Dixie Highway Corridor including (5) stamped concrete crosswalks. Coordinate design improvements and execution with other agencies.
- Removal of Container Facility for Seniors project and \$400,000 allocated.
- Grants & Aids (\$2,180,754 from previous \$2,000,000) – In FY 2021, the CRA Board approved new incentive programs to help increase the tax base which include the following programs: Façade & Business Site Improvement Program, Strategic Investment Program (SIP), Capital Improvement Grant Program, Strategic Investment Streetscape Program (SISP), Real Estate Development Accelerator (REDA), and Paint, Plant, Pave Program. To allow for maximum flexibility, this funding is open to the seven incentive programs offered by the CRA, including the Wastewater Impact and Connection Fee Assistance Program, on a first-come, first-serve basis although anticipated allocations for the programs (per County request) are:
  - Façade & Business Site Improvement Program- \$300,000
  - Strategic Investment Program (SIP)- \$300,000
  - Capital Improvement Grant Program- \$50,000
  - Strategic Investment Streetscape Program (SISP)- \$200,000
  - Real Estate Development Accelerator (REDA)- \$930,754
  - Paint, Plant, Pave Program- \$200,000
  - Wastewater Impact and Connection Fee Assistance Program- \$200,000



## ***City of North Miami Beach, Florida*** ***Community Redevelopment Agency (CRA)***

### ***CRA Board of Commissioners:***

Chair           Anthony DeFillipo  
Commissioner   McKenzie Fleurimond  
Commissioner   Michael Joseph  
Commissioner   Barbara Kramer  
Commissioner   Daniela Jean  
Commissioner   Fortuna Smukler  
Commissioner   Paule Villard

### ***Staff:***

Arthur Sorey – Executive Director  
Joann Milord – CRA Director  
Pamela Ryan – CRA Attorney  
Gedel Merzius – Assistant City Manager

## **Fiscal Year 2021-2022 Budget**

For the Fiscal Year Starting on October 1<sup>st</sup>, 2021 and ending on September 30<sup>th</sup>, 2022

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### **Overview**

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The BCC delegated many of the CRA powers to the City, which then created the CRA. The BCC retained other CRA powers such as approval of the annual budget, amending the Redevelopment Plan, approval of long-term debt such as loans and bonds, and other powers, which was described in the 2005 Interlocal Agreement between the BCC, City, and CRA.

The CRA’s goals are:

- Eliminate and prevent blight,
- Improve the public infrastructure, and
- Prevent and reduce incidents of crime.

The CRA is a dependent special district that may only take on projects and programs that were approved in the Redevelopment Plan.

The latest Redevelopment Plan amendment was adopted by the BCC on March 7<sup>th</sup>, 2017 through Resolution R-213-17. The CRA will sunset on October 11<sup>th</sup>, 2028.

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**Special thanks** to the volunteer, uncompensated Redevelopment Advisory Board Members and Liaison Vice Mayor Daniela Jean:

RAB Members:

(after 7-21-20): Vladimir Bugera; Pradel Vilme; Antonio Ortega; Maria Gallegos; Robert Kriebs; Wena Sutjapojnukul; Joseph Marmar



## FY 2020-2021 Accomplishments

- ✓ Strategic Finance Action Plan- Contracted with RMA to start implementing the 5-year Strategic Finance Action Plan approved in 2020.
- ✓ South of the Canal
  - Snake Creek Canal Improvements (Design Analysis) - Contracted with Bermello Ajamil to provide Snake Creek Canal Pedestrian Promenade Conceptual Design and started this project.
  - Hanford Boulevard Streetscape (Design Analysis) - Procured proposal for rendering services and established sidewalk cleaning schedule.
  - West Dixie Highway Road and Bridge Improvements - Coordinated with the City and MDTPW for (5) stamped concrete crosswalks along Dixie Highway to be installed soon.
- ✓ North of the Canal
  - Commercial Property Improvements - Procured proposal for renderings of West Dixie Highway properties.
- ✓ Industrial Arts
  - TECO Site Redevelopment - Established regular contact with property owner regarding project status.
- ✓ 163<sup>rd</sup> Corridor & Neighborhoods - Adopted a Paint, Plant, Pave program for residential properties.
- ✓ Branding & Marketing
  - Marketing Collateral and Communications - Updated website content, created new Leasing Packages including district cut-sheets.
  - Wayfinding Signage- Created and installed district-branded light pole banners and fence signs for development sites
  - Promotional Activities & Sponsorships - Hosted a networking event to showcase upcoming CRA projects, development, and business opportunities.
- ✓ Land Acquisition/Redevelopment Incentives
  - Adopted six (6) new programs including the Façade & Business Site Improvement Program, Strategic Investment Program, Strategic Investment Streetscape Program, Capital Improvement Grant Program, Real Estate Development Accelerator, and the Paint, Plant, Pave Program.
  - Created list of those interested in incentive programs and established regular contact with potential breweries.
  - Met with developers that have submitted site plans and established regular meetings with some.
- ✓ NMB CRA Extension - Approved moving forward with CRA term extension process.
- ✓ Zoning Initiatives - worked with City on zoning initiatives tied to Sidewalk Cafes and Public Art.

## Tax-Base (5-Year History)

The following table provides a 5-year summary of the historical assessment (taxable) and increment values for the CRA as of January 1<sup>st</sup> of each year. The CRA experienced strong tax base growth in 2021 (7%).

TAXABLE PROPERTY VALUES						
		A		B	=A-B	
TAX ROLL YEAR	FISCAL YEAR	TAXABLE VALUE	% CHANGE OVER PRIOR YEAR	BASE YEAR TAXABLE VALUE <sup>1</sup>	INCREMENTAL TAXABLE VALUE	% CHANGE OVER PRIOR YEAR
2021	2022	549,122,580	6.8%	235,647,509	313,475,071	12.5%
2020	2021	514,212,181	8.0%	235,647,509	278,564,672	15.9%
2019	2020	475,996,139	22.4%	235,647,509	240,348,630	56.9%
2018	2019	388,806,282	7.4%	235,647,509	153,158,773	21.2%
2017	2018	362,047,135	7.5%	235,647,509	126,399,626	24.9%

## Tax-Increment Revenues (5-Year History)

The Taxing Authorities which are obligated to make annual deposits into the CRA Trust Fund include the City of North Miami Beach and Miami-Dade County. The following table provides a 5-year summary of tax increment revenue collections<sup>2</sup> for the CRA segmented by Taxing Authority.

TAX INCREMENT REVENUE COLLECTIONS						
		A	B	=A+B		
TAX ROLL YEAR	FISCAL YEAR	CITY OF NORTH MIAMI BEACH	MIAMI-DADE COUNTY	TOTAL (ROUNDED)	% CHANGE OVER PRIOR YEAR	
2021	2022	\$ 1,813,518	\$ 1,346,854	\$ 3,160,372	12.8%	
2020	2021	1,590,346	1,211,375	2,801,721	12.8%	
2019	2020	1,394,273	1,090,387	2,484,660	51.3%	
2018	2019	932,099	710,641	1,642,740	24.4%	
2017	2018	770,445	550,385	1,320,830	30.3%	

<sup>1</sup> F.S. § 163.387 defines the base-year value as the value associated with the most recent assessment tax-roll used in connection with the taxation of property within the redevelopment area by each applicable Taxing Authority prior to the effective date of the Ordinance providing for the funding of the redevelopment trust fund. For the North Miami Beach CRA, the base-year tax-roll is 2004 and totaled \$235,647,509. Miami-Dade County utilizes a different base-year taxable value that adjusts for county-specific exemptions and totals \$235,289,177.

<sup>2</sup> Table represents tax increment revenue collections. These figures may differ from calculated tax increment revenues based on most recent reported taxable values (DR420TIF) due to revenue adjustments to reflect fluctuations in prior-year taxable values (and associated tax increment revenues).

## Fiscal Year 2021-2022 Budget

The following section provides a narrative of the CRA's FY 2022 budget (attached as Exhibit A) which is substantially in alignment with the 5-Year Strategic Finance Action Plan.

### Revenues

Revenues for the CRA total \$8.8 million and include the following:

<u>Tax Increment<sup>3</sup></u>	<u>\$ 3,160,372</u>
<u>Investment Earnings</u>	<u>45,000</u>
<u>Carryforward Fund Balance</u>	<u>5,609,924</u>
Total:	\$ 8,815,296

#### Tax Increment

The primary source of revenue for the CRA is derived of tax increment received from the City (est. millage rate: 6.2000 mills) and BCC (est. millage rate: 4.6669 mills) and totals \$3,160,372 for FY 2022 (after adjustment for final 2019 taxroll variations).

Property values within the CRA (July certification) for FY 2022 increased 6.8% to \$549 million.

#### Investment Earnings

Earnings on the CRA's invested cash is conservatively estimated at \$45,000 for FY 2022.

#### Carryforward Fund Balance

Represents the carryforward of fund balance (i.e. unspent cash balance) within the CRA that is available for investment in redevelopment initiatives.

### Expenditures

Expenditures for the CRA total \$8.8 million and include the following:

<u>Salaries and Related</u>	<u>\$ 609,159</u>
<u>Operating Expenditures</u>	<u>956,679</u>
<u>District-Wide Improvements</u>	<u>3,415,754</u>
<u>Transfers</u>	<u>596,204</u>
Target Area Initiatives	
<u>South of the Canal Target Area</u>	<u>600,000</u>
<u>Civic Commons Target Area</u>	<u>100,000</u>
<u>Branding and Marketing Target Area</u>	<u>75,000</u>
<u>Land Acq./Redevelopment Incentives Target Area</u>	<u>2,462,500</u>
	\$ 8,815,296

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<sup>3</sup> Annual budget categorizes the tax increment as a "Transfer from General Fund" (City tax increment) and "Local Grants" (BCC tax increment).

Salaries and Related

Totals \$609,159 for FY 2022 and reflects allocable salary and benefit funding for the following positions: Assistant City Manager; CRA Director; Economic Development Manager; Administrative Assistant; Code Enforcement Officer; Principal Planner; Planner; Police Officer (x2); and City Manager.

Operating Expenditures

Represents funding for operational expenses and includes the following:

Professional Services	
<u>Action Plan Implementation</u>	<u>\$ 200,000</u>
<u>Impact Assessment Fees/Analysis</u>	<u>42,000</u>
<u>Architectural Design Guide</u>	<u>18,812</u>
<u>Affordable Housing Study</u>	<u>7,189</u>
<u>Comprehensive Plan Updates</u>	<u>52,813</u>
<u>General Professional Services</u>	<u>100,000</u>
<u>Accounting &amp; Auditing</u>	<u>5,000</u>
Other Contractual Services	
<u>County Administrative Charge (1.5%)</u>	<u>20,203</u>
<u>General Contractual Services</u>	<u>100,000</u>
<u>Travel and Auto Expenses</u>	<u>20,000</u>
<u>Communication Services</u>	<u>1,100</u>
<u>Utility Services (Outside)</u>	<u>1,254</u>
<u>Maintenance &amp; Repair of Vehicles</u>	<u>500</u>
<u>Fuels &amp; Lubricants</u>	<u>2,250</u>
<u>Printing and Binding</u>	<u>10,000</u>
<u>Promotional Activities<sup>4</sup></u>	<u>300,000</u>
<u>Advertising Costs</u>	<u>25,000</u>
<u>Office Supplies</u>	<u>2,000</u>
<u>Operating Supplies</u>	<u>28,558</u>
<u>Books &amp; Memberships</u>	<u>10,000</u>
<u>Educational Program</u>	<u>10,000</u>
	<u>\$ 956,679</u>

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<sup>4</sup> Through promotional activities and marketing, the CRA will promote its services and the Redevelopment Area to new businesses and developers and prevent the spread of blighting conditions.

District-Wide Improvements (capital outlay/non-operating expenditures)

Represents funding totaling \$3.4 million for the following:

- West Dixie Highway Streetscape Improvements (\$210,000) – Streetscape improvements to the West Dixie Highway Corridor including (5) stamped concrete crosswalks. Coordinate design improvements and execution with other agencies.
- Infrastructure Improvements (\$650,000) – the creation of a signature bridge over the Snake Creek Canal. Coordinate design improvements with other agencies including FDOT.
- Grants & Aids (\$2,180,754) – In FY 2021, the CRA Board approved new incentive programs to help increase the tax base which include the following programs: Façade & Business Site Improvement Program, Strategic Investment Program (SIP), Capital Improvement Grant Program, Strategic Investment Streetscape Program (SISP), Real Estate Development Accelerator (REDA), and Paint, Plant, Pave Program. To allow for maximum flexibility, this funding is open to the seven incentive programs offered by the CRA, including the Wastewater Impact and Connection Fee Assistance Program, on a first-come, first-serve basis although anticipated allocations for the programs are:
  - Façade & Business Site Improvement Program- \$300,000
  - Strategic Investment Program (SIP)- \$300,000
  - Capital Improvement Grant Program- \$50,000
  - Strategic Investment Streetscape Program (SISP)- \$200,000
  - Real Estate Development Accelerator (REDA)- \$930,754
  - Paint, Plant, Pave Program- \$200,000
  - Wastewater Impact and Connection Fee Assistance Program- \$200,000
- Corona Del Mar Sewer Install (\$375,000) – The CRA will assist NMB Water Department with the installation of a sewer system in the Corona Del Mar neighborhood. The project is designed; construction should begin Fall 2021.

Transfers

Represents funding for the following:

- Debt Service on the Series 2007A Notes Payable (\$233,500); and
- Administrative Cost Allocation represents repayment to the City of North Miami Beach for services rendered throughout the year to the CRA and is inclusive of the entire operational life cycle including support services from many departments including Finance, Procurement, Human Resources, Information Technology, City Attorney, City Clerk, etc. (\$362,704).

*South of the Canal Target Area*

Represents funding totaling \$600,000 for the following initiatives:

- Snake Creek Canal Improvements (\$200,000) - Complete conceptual design, then select consultant to develop construction drawings for the area improvements focusing on this unique asset to attract additional private investment along a portion of Snake Creek Canal.
- Snake Creek Infrastructure Improvements (\$375,000) – Improvement of the current aesthetic and quality of life to design and implement measures to enhance infrastructure, walkability, lighting, and landscaping.
- Other Contractual Services (\$25,000) – Creation of various recreational and social activities in the area.

*Civic Commons Target Area*

Represents funding totaling \$100,000 for Professional Services. Specifically, the CRA will create a conceptual design for NE 19th Avenue to have a rich streetscape to mark the approach of the Snake Creek Canal that would span NE 19th Avenue from NE 171<sup>st</sup> Street to Snake Creek Canal and signal the arrival to Snake Creek Canal with a gateway or other sort of monument.

*Branding and Marketing Target Area*

- Represents funding totaling \$75,000 for Wayfinding Signage. Specifically, the CRA will assist in the creation of wayfinding signage to identify public parking, public and historic facilities, landmarks, places of interest, bicycle lane improvements, etc. There will also be place-making improvements including utility, traffic signal, and telephone boxes.

*Land Acquisition and Redevelopment Incentives Target Area*

Represents funding totaling \$2.5 million for the following:

- Land Acquisition (\$2,000,000) - Purchase of property for redevelopment purposes (such as parking, development, blight elimination, public-private partnership) as opportunities arise in accordance with the CRA's objectives as stated in the Redevelopment Plan
- TIF Repayment Incentive Programs (\$462,500) –TIF based incentive for the Lazul redevelopment project in which approximately \$434,000 in incentives was paid out in FY 2020.

**City of North Miami Beach**  
**Community Redevelopment Agency FY 2021-2022 Budget**  
(FY 2021-2022 begins October 1, 2021)

	FY19-20 Adopted Budget	FY19-20 Actuals	FY20-21 Adopted Budget	FY20-21 Actuals	FY21-22 Amended Budget
<b>Beginning Carry-Over Balance</b>		\$ 3,161,884		\$ 4,347,874	
<b>Revenues</b>					
City Tax Increment Revenue	\$ 1,394,273	\$ 1,394,273	\$ 1,590,346	\$ 1,590,346	\$ 1,813,518
County Tax Increment Revenue	1,090,388	1,090,387	1,211,375	1,211,375	1,346,854
Carry-Over from prior year (cash & equiv.)	2,050,000	-	3,161,884		5,609,924
Loan Proceeds	-	-	-	-	-
Interest earnings	15,000	116,038	15,000	28,644	45,000
Miscellaneous Revenues	-	-	-	6,464	-
<b>Revenue Total</b>	<b>\$ 4,549,661</b>	<b>\$ 2,600,698</b>	<b>\$ 5,978,605</b>	<b>\$ 2,836,828</b>	<b>\$ 8,815,296</b>
<b>Expenditures</b>					
<b>Administrative Expenditures:</b>					
Employee salary and fringe	\$ 58,017	\$ 17,904	\$ 69,991	\$ 30,408	\$ 152,290
Audits	-	-	-	7,500	5,000
Advertising and notices	10,000	216	7,500	89	25,000
Travel	10,000	-	5,000	1,045	20,000
City Administrative Support	278,855	278,855	318,070	318,070	362,704
Other Administrative Expenditures	28,835	7,237	21,950	10,483	55,662
<b>(A) Subtotal Administrative Expenditures</b>	<b>\$ 385,707</b>	<b>\$ 304,212</b>	<b>\$ 422,511</b>	<b>\$ 367,596</b>	<b>\$ 620,656</b>
County Administrative Charge at 1.5%	16,356	16,356	18,171	18,171	20,203
<b>(B) Subtotal Administrative Expenditures</b>	<b>\$ 402,063</b>	<b>\$ 320,568</b>	<b>\$ 440,682</b>	<b>\$ 385,767</b>	<b>\$ 640,859</b>
<b>Operating Expenditures:</b>					
Employee salary and fringe	\$ 174,051	\$ 53,711	\$ 209,973	\$ 91,225	\$ 456,869
Contractual services	99,500	61,326	827,749	387,802	645,814
Printing and publishing	5,000	130	5,000	-	10,000
Promotional Activities	30,000	13,794	100,000	11,227	300,000
Legal services/court costs	20,000	-	-	-	-
Commercial Improvement Grants	2,015,000	485,617	1,125,000	515,771	2,643,254
Signalized Crosswalks	50,000	-	-	-	-
LED Street Board Replacement	80,000	91,142	-	-	-
Sewer for Corona Del Mar	-	-	-	-	375,000
Amphitheater Security Improvements	65,000	-	-	-	-
Wayfinding Signage, Placemaking, and Branding	150,000	-	75,000	-	75,000
Swale Compacting, Tree Pit, and Landscaping	200,000	-	-	-	-
Targeted Industry Incentive Project	-	-	-	-	-
West Dixie Highway Improvements	200,000	192,926	200,000	-	210,000
Snake Creek Canal Improvements	-	-	100,000	-	200,000
Infrastructure Improvements	-	-	-	-	1,025,000
Land Bank/Redevelopment - Purchase	858,347	-	2,695,001	-	2,000,000
Debt service payments (capital imp.)	200,700	195,494	200,200	182,987	233,500
<b>(C) Subtotal Operating Expenditures</b>	<b>\$ 4,147,598</b>	<b>\$ 1,094,140</b>	<b>\$ 5,537,923</b>	<b>\$ 1,189,011</b>	<b>\$ 8,174,437</b>
<b>(D) Reserve/Contingency</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure Total (B+C+D)</b>	<b>\$ 4,549,661</b>	<b>\$ 1,414,708.0</b>	<b>\$ 5,978,605</b>	<b>\$ 1,574,778</b>	<b>\$ 8,815,296</b>
<b>Ending Carry-Over Balance</b>		\$ 4,347,874		\$ 5,609,924	