



**MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Naranja Lakes Community Redevelopment
Agency (NLCRA)**

South Dade Government Center
Room 203
10710 S.W. 211 Street
Miami, Florida

December 18, 2006
As Advertised

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Board of County Commissioners

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Clerk of the Board Division

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**CLERK'S SUMMARY AND OFFICIAL MINUTES
NARANJA LAKES
COMMUNITY REDEVELOPMENT AGENCY (CRA)
DECEMBER 18, 2006**

The Naranja Lakes Community Redevelopment Agency (CRA) Board met in the South Dade Government Center, Room 203, 10710 S.W. 211 Street, Miami, Florida, at 6:00 p.m., December 18, 2006; there being present upon roll call: Mr. Rene Infante, Mr. Daniel Lipe, Mr. Moe Hakssa, Mr. Stuart Archer and Mr. Kenneth Forbes (Ms. Marlene Volkert and Mr. Parsuram Ramkissoon were absent); (Chairperson Nina Betancourt was late); Mr. Mike Iturrey, CRA Coordinator, Office of Strategic Business Management; Mr. Alberto Gonzalez, CRA Analyst, Office of Strategic Business Management; and Deputy Clerk Jill Thornton.

I. Call to Order

Mr. Forbes called the CRA Board meeting to order at 6:11 p.m.

II. Roll Call

Upon roll call and a quorum being present, the Board proceeded to consider tonight's agenda.

III. Approval of the Minutes

Mr. Forbes noted scrivener errors existing on page 2, paragraph 2 of the October 23rd meeting minutes that should be corrected to reflect Mr. Forbes in lieu of Ms. Forbes and on page 5, paragraph 2, that should be corrected to reflect bid in lieu of bided.

It was moved by Mr. Archer that the October 23rd, 2006 NLCRA meeting minutes be approved, with the corrections requested by Mr. Forbes. This motion was seconded by Mr. Lipe and upon being put to a vote, passed unanimously by those members present.

IV. Approval of the Agenda

It was moved by Mr. Archer that the agenda for tonight's meeting (12/18) be approved. This motion was seconded by Mr. Infante, and upon being put to a vote, passed unanimously by those members present.

V. Open Forum for Public Comments

Mr. Forbes opened the floor for public comment:

Mr. Leonard Anthony appeared before the CRA and requested a copy of the CRA meeting agenda and minutes be e-mailed to him in advance of the monthly meetings. He questioned whether the correct name of the property owner noted on page 6 of the October 23 meeting minutes, should reflect Mr. Alex Castillo rather than Mr. George DeGuardiola. He advised that Team Metro cited the owner of the building at US 1 and Naranja Lakes Boulevard for semi-tractor trailers illegally parked next to the bank. He also advised that he was made aware that some ladies had received

threats of purse snatching while exiting the Naranja Lakes Winn Dixie store and suggested the police address this. Mr. Anthony further noted he received a public hearing notice from the Zoning Department regarding a variance request for the property at 27490 S. Dixie Highway after the building was erected and noted it would be helpful to be aware of these issues prior to construction beginning. He expressed concern that the public lighting system along Naranja Lakes Boulevard was missing light standards and that a large amount of debris had not been cleared in this community. He also noted a tree uprooted and sidewalk broken at SW 280 Street and 152 Avenue that had been in this condition for some time and needed to be addressed.

Mr. Hakssa said that he had passed the area at SW 280th Street and 152nd Avenue several times in the past two weeks and had observed that the uprooted tree was removed and the sidewalk repaired.

VI. Old Business

Community Policing Initiative

Sergeant Ozzie Hernandez, Miami Dade Police Department, Cutler Ridge District, provided an update on security in the Naranja area. He addressed Mr. Anthony's concern regarding debris on SW 135th Avenue and 280th Street, and noted the owner was cited by Team Metro for the dumped appliances. Sergeant Hernandez reviewed this month's community policing status report with the CRA members and noted a significant arrest was made in the Modello community, involving a home invasion robbery suspect.

Sergeant Hernandez noted the Community Response Team and Neighborhood Policing Unit designed a card entitled "Courtesy Check," used as a crime prevention method to warn people of their surroundings when exiting/entering their vehicle and to familiarize the community with the area police. He also noted they planned to reduce this card to the size of a business card so that it appeared less noticeable to a likely criminal. Sergeant Hernandez advised that the Neighborhood Policing Unit scheduled its first community event, the "Naranja Safety Fair," to be held at the Chapman Elementary School on January 18, 2007, at 4:00 PM. He noted this event would include several activities and Team Metro would be present to give away free smoke detectors to residents of older homes.

Mr. Forbes advised that he spoke with the owner of a field located at SW 137th Avenue and that the owner stated he would allow his property to be used for this event. Mr. Forbes noted he would provide the MDPD with a contact number if they were interested in using this field.

Sergeant Hernandez introduced Sergeant Berris to make a presentation regarding the illegal dumping surveillance units and investigations.

Sergeant Robert Berris, MDPD, Intergovernmental Bureau, appeared before the CRA and provided a brief overview regarding the MDPD illegal dumping investigation units. He noted the bureau consisted of three separate units that handled illegal dumping countywide and involved sworn police officers and non-sworn investigators. He further noted that in 2006, sworn officers made 454 arrests and investigators issued 428 civil citations countywide, with fines ranging from \$250 to \$1000 that amounted to \$245,000. Sergeant Berris noted of those arrested who qualified for the Pretrial Diversion Program, the MDPD would request they be required to perform a minimum of 100 Community Service Hours (CSH's) to clean the neighborhood, as a condition of this program.

Sergeant Berris also noted several arrests were made for illegal dumping at Naranja Lakes Boulevard and SW 280th Street, including one person charged with a felony, who worked for MacIntyre Maintenance, a company contracted by the State to clean up the street mediums.

Mr. Forbes questioned whether this information was passed on to other governmental bureaus.

Sergeant Berris noted he passed the information on to the Licensed Contractor-Fraud Unit to ensure that MacIntyre Maintenance Company was licensed. He noted a legal issue existed with the owner of this company denying that he authorized this individual to dump in an illegal place. Sergeant Berris noted the gentleman placed under arrest and charged with a felony had several outstanding bench warrants, and MDPD would request through the State Attorney's Office that he be required to perform CSH's in this community.

Responding to Chairperson Betancourt's question regarding whether a record was kept that indicated a pattern existed with a company whose employees had a record of repeated offenses, Mr. Berris noted a log was kept of all arrests, and to date, this individual was the only employee of MacIntyre Maintenance who had been arrested for illegal dumping.

Chairperson Betancourt suggested a system be developed to track companies with employees who had a record of repeated illegal dumping offenses, so that it could be considered when awarding contracts.

Sergeant Berris stated he would pass this suggestion on to the Licensed Contractor Unit.

Sergeant Hernandez stated he hoped to use these offenders to perform CSHs to clean up the public right-of-ways. He noted, however, they could not enter private properties.

Responding to Mr. Archer's question regarding whether the police had authority to search through debris illegally dumped on private property, Sergeant Berris noted investigators were permitted to enter private property to search for evidence that may lead to an arrest but the property owner was ultimately responsible for cleaning up the debris.

Mr. Archer noted it would be beneficial to the CRA if community service hours were performed in the Naranja Lakes area where complexes at SW 280th Street and 145th Avenue needed to be cleaned.

Sergeant Berris noted this needed to be coordinated through the program since many areas needed to be cleaned countywide; however, he would recommend another community cleanup be scheduled for the Naranja Lakes area.

Mr. Infante suggested Sergeant Berris recommend the Naranja area be cleaned on a regular basis, as a part of the program's schedule.

In response to Chairperson Betancourt's question whether individuals performing CSHs in the area could be identified, Sergeant Berris noted they wore orange traffic vests and were always supervised.

Mr. Archer pointed out that his attempts to have police respond to an illegal dumping crime while in progress had been unsuccessful. He noted the problem was the prioritizing of calls received by 911.

Sergeant Berris advised that his units roamed the neighborhoods at all times, conducting surveillances of the areas and of known hotspots. He also advised they were on call 24/7 and would respond to a crime in progress when a call was dispatched. Sergeant Berris provided the CRA members with his business card that included his contact number and e-mail address and suggested they contact him or Sergeant Hernandez of any situation. He also suggested a tag number be obtained safely when witnessing a crime of illegal dumping in progress.

Sergeant Hernandez noted he would gladly provide Sergeant Berris with a list of areas identified by the CRA that needed CSH's performed.

Heritage Village Update

Mr. Iturrey introduced Mr. Patrick Brown from Miami-Dade Housing Authority (MDHA), to provide a progress report on the Heritage Village project.

Mr. Patrick Brown, Acting Director, Public Housing Division-MDHA, appeared before the CRA and noted the Heritage Village development had been an ongoing "renovation and repair" project since 1992, which involved several contracts with numerous construction disputes, re-contracting efforts and terminations. He explained the Heritage Village was identified by the federal government as a public housing/home ownership development to be built for the purpose of encouraging public housing residents to move on to home ownership. Mr. Brown noted, as part of the federal government requirements, a Homeowners Association needed to be established and the MDHA must go through a hierarchy of sale, beginning with existing and former public housing residents. He further noted that contracts would be established with eligible residents in the public housing program and homes would be sold within an affordable housing price range, based on appraisals and the medium income range at the time of sale. He introduced Mr. Pereira and Mr. Perez to explain the efforts for completing these units.

Mr. Felix Pereira, MDHA, provided a brief chronological history of the Heritage Village project. He noted this project was originally designed in 1982 as a turn-key project with thirty single-family homes. He stated these homes were damaged extensively by Hurricane Andrew in 1992 and, consequently, a series of plans to rehabilitate these units were executed and that five units were currently occupied. Mr. Pereira explained that in 1998, a firm was retained to prepare plans/specifications for repairing the remaining units; in May 2000, a competitive bid went out; in November 2001, a contract was awarded to BRC and the work began in December 2001. He noted BRC failed to complete the work due to a lack of personnel and several disputes with a sub-contractor, and this contract was terminated in September 2004, by default.

Mr. Pereira noted MDHA tried to enforce payment of the performance bond but the surety company had an assignment agreement that allowed Adventura Construction to take over this project and complete the original scope of work not completed by BRC. He indicated that Adventura Construction's contract was also terminated due to construction delays and non-performance issues. Mr. Pereira noted that after various meetings with the General Services Administration (GSA) and the County Attorney's Office, GSA took over this contract and was currently in the process of negotiating with Adventura Construction for the unpaid balance of the pending project costs.

Mr. Forbes stated this information had been requested some time ago and he felt this agency was still unprepared to give specific details concerning the issues surrounding the subject project. He noted this information was needed for the CRA to make decisions on its progress.

Responding to Chairperson Betancourt's question regarding the termination date of Adventura's contract and when GSA became involved, Mr. Pereira noted the contract with Adventura Construction was terminated shortly after 2004 and GSA became involved in October 2006. He stated he would provide the exact dates at a later time.

Mr. Infante asked that specific information be provided regarding the amount of work completed and when these units would be ready for occupancy. He questioned why the performance bond had not been enforced by the County.

Mr. Brown noted he addressed this question with the County Attorney's Office, but had not received a conclusive answer. He also noted much had occurred that did not allow the construction on this property to progress. Mr. Brown clarified that six homes were currently occupied, but five were under contract for public housing-home ownership.

Chairperson Betancourt indicated many CRA members were aware of this development's history but were more concerned with the number of contractors that had been involved in the project and the amount of money spent.

Mr. Forbes pointed out that some contractors who were awarded a contract, were not part of this community and could not be monitored. He noted the CRA had a responsibility to try and eliminate the slum and blight in this area but still lacked having a plan in place to deal with these issues.

Mr. Iturrey reminded the CRA members that before they could effectuate any assistance to this project, they would need to consider whether it was feasible and in accordance with their Redevelopment Agreement and if so, would need to make any appropriate amendments to the agreement.

In response to Mr. Archer's questions regarding whether any of the contracts would be awarded by the MDHA and when rehabilitation would begin to make these units available for occupancy, Mr. Brown noted the contracts would come from the Development Division and the plan was to bid the balance of the work by February 2007.

Mr. Alfredo Perez, MDHA, clarified that the contracts also come from Operations. He noted the awarded contractor would rehabilitate the units based on a prepared list that outlined the scope of work and items in need of repair.

Mr. Pereira explained that the remaining units were almost completed but needed AC units/compressors installed; electrical panels and broken windows repaired and some missing hurricane shutters replaced and that the permits needed to be finalized. He noted a contract was already in place for the roof repair and he anticipated the units to be completed in 2007.

Mr. Perez also explained that the landscaping and other work needed to be completed in the common areas and that the ancillary buildings needed to be refurbished at the community center, which were all bundled under one permit. He noted that once the permitting issues were resolved, a notice to

proceed could be issued. Mr. Perez also noted he was hopeful the permitting process would take approximately 30 days to complete and once the notice to proceed was issued, approximately 150 days to complete the units.

Mr. Archer questioned whether efforts were made to coordinate with the police department regarding vandalism. He suggested they coordinate with Sergeant Hernandez to facilitate the reduction of future vandalism.

Mr. Perez noted a security guard was posted throughout the nighttime hours and a regional police officer was used to conduct surveillances of the area.

In response to Mr. Infante's question regarding the permit, Mr. Pereira noted a master permit existed, along with a permit for each unit which was opened and then expired. He noted it would take approximately 90 to 120 days to award a contract through the County's procurement process and the awarded contractor would be given 30 days to obtain a permit.

Mr. Infante questioned whether the procurement process for awarding contracts could be expedited for this project, based on its status.

Mr. Forbes suggested the bid process be streamlined to allow only qualified contractors bid on this project, who were known to be successful home builders with a good track record for completing jobs.

Chairperson Betancourt expounded that this contract had been ongoing for a number of years with a history of failures, and as a result of it, there should be conditions placed on the forthcoming bid requiring only a reliable builder who had built a house to completion, to be awarded this project.

Mr. Brown noted all suggestions would be considered. He further noted MDHA had considered using its maintenance staff to complete the units; however, the timelines would need to be considered realistically because of the limited staff. Mr. Brown noted they now had the opportunity to complete these units to make them available for occupancy and were committed to completing them in the fastest way possible and needed the support of the CRA.

Regarding Mr. Iturrey's comments, Chairperson Betancourt clarified that the CRA was not contemplating taking over this project but Mr. Iturrey just wanted the CRA members to be aware of their limitations regarding what could be done with this project. She explained the reason why the CRA was so interested in seeing this project completed quickly was because the project was within the CRA's jurisdiction and repeated failures in the project would only reflect negatively on the CRA.

Following the discussion, it was moved by Mr. Forbes that a report on the progress of the Heritage Village Project be submitted to the CRA on a monthly basis. This motion was seconded by Mr. Infante and upon being put to a vote, passed unanimously by those members present.

Mr. Brown stated he would be privileged to appear before the CRA at its monthly meetings to share any information regarding the Heritage Village project, in addition to providing the requested monthly progress reports.

In response to Mr. Archer's question regarding whether MDHA could expedite the permitting process, Mr. Brown noted he could only say that the Building Department and the Procurement Department had worked well with them in trying to expedite the process.

In response to Mr. Lipe's question regarding what percentage of work had been completed, Mr. Pereira noted that when the BRE contract was terminated, the project was 90% completed; but due to damages and vandalism, it was now 80% completed.

Chairperson Betancourt asked Mr. Sean McCrackine, Commissioner's Aide (District 8), if he would convey to the Board of County Commissioners (BCC), the CRA's concerns regarding this project. She suggested a recommendation be made to the BCC that a condition be placed on this contract during the procurement process, to award the contract to a reliable contractor with a record of completing a project.

Mr. Iturrey stated he believed all procurement processes had performance measures and track records tied to the bidding process, as part of the evaluation criteria when selecting a contractor.

Mr. Forbes noted he had seen many failures with this particular project even with the procurement process and there should be some restriction that prevented contractors who did not have a good track record from participating in this bid.

Chairperson Betancourt noted the CRA had repeatedly asked how much money had been invested into this project that had not been recovered by the performance bonds.

Mr. Brown responded, noting the amount was approximately \$3 million for the infrastructure and environmental work done over the years, and that he would provide a report to the CRA indicating the exact numbers.

Update on Replacement of Construction Consultant

Mr. Iturrey advised that pursuant to the CRA's request, staff was in the process of replacing the construction consultant, as quickly as possible. He noted he and Mr. Zelkowitz had worked together to draft a Request for Proposals (RFP), and he expected the bid advertisement to be placed no later than next week. Mr. Iturrey noted the evaluation criteria within the RFP needed to be discussed and staff was in the process of obtaining an Architect and Engineer (A&E) expert to act as an advisor to the Selection Committee. He also noted staff was considering using an electronic solicitation to target specific A&Es that had consultant contracts with the County. Mr. Iturrey stated as part of the selection requirement, the new consultant would be required to review all documents provided by the contractors and provide a report on the payments made to Naranja Lakes Construction, LLC and D.R. Horton Builders. He noted he had asked Mr. Ritsema to provide a similar report, but to date, only an e-mailed report had been received, which did not satisfy his request.

Responding to Chairperson Betancourt's question regarding when the e-solicitation would occur, Mr. Iturrey noted both the advertisement and the e-solicitation would be placed no later than December 27, 2006 and the bid would go out within 30 days of that date. He noted that both the CRA and the contractors were interested in seeing the consultant onboard and that the contractors understood the process and they were being cooperative.

Mr. Zelkowitz noted the RFP provided for a cone of silence that prohibited the respondents from contacting any board members, attorneys, or County staff during the selection process. He advised that anyone approached by a respondent should direct him/her to Mr. Iturrey, who could respond to their questions.

Mr. Archer asked that CRA members be provided with a copy of the RFP once it was completed.

Update on Mandarin Lakes

Mr. Paul Herman, Development Project Manager, D.R. Horton Builders, provided an update on sales of the Mandarin Lakes Homes. He noted a total of 419 units had been sold to date, which included 212 town homes, 126 forty-foot single family homes and 81 fifty-foot single family homes; and that 89 town homes, 55 forty-foot single family homes and 34 fifty-foot single family homes had closed. He noted he was happy to announce that since his last report to the CRA, 19 additional sales and 20 additional closings had occurred, which meant sales were back on track and moving forward.

In response to Mr. Archer's questions regarding the outcome of a recent advertisement for a \$25,000 reduction in the sales price of Mandarin Lakes homes and its impact on existing home owners, Mr. Herman noted this advertisement was a holiday incentive program in the month of December only, and there were no reductions in the sales price in order to protect the resent and existing home values, but that heavy incentive packages were offered.

Responding to Mr. Iturrey's request that Mr. Herman provide an update on landscaping improvements, Mr. Herman noted some landscaping had been installed, but he would reserve his comments for a landscaping architect to respond.

Mr. Hakssa commented that the area was being landscaped and was becoming very beautiful.

VII. New Business

a. Royal Colonial Land Update

Mr. Iturrey provided a status report on the parcels surrounding Royal Colonial Park and Library. He noted this area consisted of approximately 14 acres of land that was owned by the Miami-Dade Housing Development Corporation, a private, non-profit group. He further noted the County Attorney's Office was currently in discussions with the Corporation's representatives regarding parcels provided to them by the Miami-Dade Housing Authority. Mr. Iturrey stated this was the extent of information he could provide regarding this land but would report back to the CRA once he knew more.

Mr. Iturrey requested an item be added to tonight's agenda that addressed the Leisure City/Naranja Charrette, and apologized for not making this request during consideration of tonight's agenda.

b. Executive Director Update

Mr. Iturrey noted that with the assistance of Mr. Zelkowitz, he obtained a survey report from Delray, Florida, which depicted several CRAs in the South Florida area and that many of the respondents to this survey were CRA's within Miami-Dade County. He supplied a copy of the survey to the CRA

members and stated he felt it was a representative sample of the type of CRAs in existence. Referring to the summary page of the survey, Mr. Iturrey noted staff took an average of salaries listed for three key personnel, an Executive Director, a Finance officer and an Administrative Assistant or Receptionist, to determine the cost to operate a three-person office. He advised that it would cost the CRA approximately \$306,000 in startup costs and \$294,000 annually to run this operation. Mr. Iturrey recommended the CRA consider this type of operation in the future when it had met its obligation to bond out and had more revenue capacity to effectuate large scale projects.

Mr. Archer stated he felt Mr. Iturrey had done a satisfactory job in assisting the CRA and that the CRA would be well served to continue with its current staff. He noted the CRA could not provide much more support to the progress of Mandarin Lakes, given the current status of the Real Estate market; that the CRA needed to consider the impact of decreased property sales to its Tax Increment Financing Revenues and the possibility of an additional \$25,000 Homestead Exemption being granted by the State. Mr. Archer expressed concern with Mandarin Lakes as the CRA's main revenue generator and the CRA's limited ability to effectuate other projects such as Heritage Village and the 14 acres surrounding Colonial Park and Library. He stated he felt it was not feasible to hire an Executive Director and additional staff at this time while revenue streams were not as strong, but he would not oppose hiring additional manpower to assist the County staff, if needed.

Mr. Infante noted the CRA members had a tremendous responsibility to the County in overseeing the functions of the CRA. He expressed concern with the CRA having to replace the Construction Consultant without knowing what was paid towards the project versus what was completed. He noted for the legal protection of the CRA, it needed someone who answered to the CRA, who could daily monitor the CRA and track its funds, which was why he proposed hiring an Executive Director. Mr. Infante stated this Board needed to take a more aggressive approach at exploring other revenue generators rather than depend on its primary project, Mandarin Lakes, and to look at the market when considering the feasibility of an Executive Director. Mr. Infante commended Mr. Iturrey for a great job he had done, but noted his concerns with delays caused by County staff.

Mr. Forbes reminded the CRA members that they approved a motion to have staff research the feasibility of hiring an Executive Director at their last meeting. He pointed out that ten of the thirteen CRAs surveyed were part of a larger, governmental unit within municipalities that shared costs. Mr. Forbes noted that at the CRA's first meeting, Commissioner Sorenson said it would be good for the CRA Board to consider an Executive Director. He noted this was stated at a time when the CRA had little revenue and four years later, the CRA was still discussing this issue without ever negotiating with the County, as a partner, to assist them in going forward with this.

Discussion ensued between CRA members and staff regarding whether to continue pursuing the feasibility of hiring an Executive Director for the CRA.

Mr. Lipe noted the CRA approved a motion to investigate the costs and structures of other CRAs at its last meeting, which should be done. He stated the investigation needed to continue so that the CRA could make an informed decision when it reached the budget process.

Mr. Infante questioned whether the County had knowledge of the added scope and why a detailed, final report was not provided by Mr. Ritsema.

Mr. Iturrey noted he had no reason to believe that scope of work was added inappropriately, but something may have been needed that was not included in the original contract. However, he noted, it should have come before the CRA for approval. He further noted that the costs of those items already identified were absorbed by the contractor elsewhere in the contract.

Mr. John Ritsema, Project Manager, appeared before the CRA and explained that he and Mr. Iturrey viewed the payment method from different perspectives and that Mr. Iturrey wanted a detailed list as part of the final report. He explained that he made partial payments against lump sum contracts with some funds reserved, and that Solo Construction needed to complete the contracts they started. He stated it was clear at the time he worked under the former County administrator, Jurgen Teintze, that this was a seven hour per week job and his report was more of a cursory review. Mr. Ritsema noted a payment procedure was set up with Assistant County Attorney Gerald Heffernan; all payments were signed by Mr. Teintze and the procedure was reviewed by an accountant. He noted Mr. Teintze and the accountant executed a payment form that showed lump sum amounts for Solo's contract, which he paid against.

Mr. Ritsema stated he felt the payments he approved were totally appropriate; that he had complied with his contract with the CRA and served it well under Mr. Teintze. He noted he was not paid for work performed in July and August and could back his performance with several e-mails and documents. Mr. Ritsema explained that although Mr. Iturrey expected a detailed list, he never intended to match payments against a detailed list because construction projects were paid partially until the project was completed and turned over to the County. He noted he did not pay for work performed outside the contract's scope because they paid according to a guaranteed maximum price and a schedule of values from the developer for each road segment, and he did not exceed those amounts. Mr. Ritsema noted detailed lists were preliminary, engineer-type lists that were not as accurate as the specifications in the plans. He noted the plans/specifications were developed by Ford Engineering, a reputable company, which was what was being built.

In response to Mr. Lipe's question regarding the payment method used prior to Mr. Ritsema working as construction consultant for the CRA, Mr. Ritsema noted SOLO Construction had begun some work for utility removal before he was a construction consultant, but he was onboard when the first payment was made.

Mr. Iturrey reiterated that he was not suggesting anything was done inappropriately but felt some issues should have been presented to the CRA. He noted absent the fact that he and Mr. Ritsema did not agree with the payment method, he stated it was really about scope of work and how much had been performed. Mr. Iturrey noted two items were changed in the contract and scope was added that the CRA should have been made aware of and that the CRA needed to know its liabilities. He also noted funds were crossed by reducing a particular portion of one phase and adding it to another phase and that he planned to cover these items in detail with the CRA and the new construction consultant. Mr. Iturrey stated the status report he expected from the construction consultant was what he believed should be reported to the CRA, which was the amount paid compared to the scope of work completed, along with funds that should be retained for unseen circumstances.

In response to Mr. Infante's question as to whether Ford Engineering had been contacted, Mr. Iturrey replied that he had not contacted that firm.

Mr. Archer noted it appeared there was a difference of opinion regarding what was needed in the final report and suggested the CRA confer with its Legal Counsel to ensure a satisfactory report. He noted Mr. Ritsema stated he had not been paid since July 2006 and since he was hired by the County to work for the CRA and had worked satisfactory under the previous administrator, Mr. Teintze, he should be reimbursed.

Mr. Iturrey advised that the County was in the process of making payment to Mr. Ritsema.

Mr. Zelkowitz, Legal Counsel for the CRA, noted he became involved with this issue since the day Mr. Ritsema submitted his resignation and that he drafted the e-mail to Mr. Ritsema asking him to provide a final report indicating the deviation in scope of work and payments. He noted that no one had alleged any wrongdoing, but he requested this information based on statements made by Mr. Ritsema that scope deviations existed, and he wanted this information in order to make an assessment. Mr. Zelkowitz further noted he discussed this issue with Mr. Iturrey and the County Attorney's Office, and there were differences of opinions regarding how to interpret the master plan budgets, whether by line-item or overall numbers, as long as the budget was not exceeded, but the changes in scope still needed to be understood. He noted the CRA contracted for a specific scope that should not have been changed unless approved.

Mr. Ritsema noted he spent several hours trying to match payments made to SOLO Construction with sub-items to the best of his ability, but noted some items did not match with portions of the project or the schedule of improvements approved by the CRA, plus this was not the payment procedure used at the time he made the payments. Mr. Ritsema stated there may have been some items with over runs and some with under runs, but he believed all could be approved retroactively.

Mr. Infante stated the CRA still needed to know what they were.

Mr. Iturrey noted everything matched up to the point when scope was added and a change order was submitted during a particular payment process, which threw everything off.

Chairperson Betancourt indicated an example of this was when the CRA Board approved a schedule of improvements, which did not include a swimming pool; however, spent a considerable amount of time discussing whether or not to approve swimming pools.

Mr. Lipe commented that since Mr. Ritsema claimed he did the best he could do, the only solution was to have the new consultant review the documents and provide a status report.

Following discussion, it was moved by Mr. Forbes that staff continue its efforts in hiring a new construction consultant to assist in resolving this issue. This motion was seconded by Mr. Hakssa and upon being put to a vote, passed unanimously by those members present.

CRA Board members expressed appreciation to Mr. Ritsema for his time and service to the CRA.

c. Leisure City/Naranja Lakes Charrette status report

Mr. Iturrey advised that he was informed of the completion of the 2005 Leisure City/Naranja Lakes Charrette report, which involved a zoning overlay ordinance that was currently in the approval

process at the Department of Planning and Zoning (DP&Z). He noted DP&Z staff was willing to provide the CRA with a presentation of what this Charrette looked like.

Mr. Alberto Gonzalez noted the Charrette report was presented before the CRA by him in April 2005, prior to it being forwarded through the approval process, which he noted, it had been approved. He explained the first step in the process was the approval of the charrette report followed by the development of a zoning overlay ordinance that would impact the zoning density. Mr. Gonzalez noted the ordinance was completed and would begin the approval process before the community councils (CC) and the County's Planning Advisory Board.

Chairperson Betancourt asked that the CRA members be informed by staff of the schedule of presentations before the CC#14, the CC#15, the County Departments and the BCC.

Mr. Archer stated he intended to make staff aware of the Charrette. He pointed out that during public comments; Mr. Anthony expressed concern with a building erected at 27490 S. Dixie Highway that no one could identify its purpose or whether it was compatible with the design of the Charrette. He stated he believed it would be beneficial to the CRA to know what the Charrette entailed and what it recommended in terms of zoning.

Mr. Gonzalez noted this could be addressed with the DP&Z since they coordinated with the CC's and the Charrettes regarding variances.

Chairperson Betancourt noted two reasons for requesting a variance was either to correct a builder's honest mistake or to ask for forgiveness after-the-fact rather than permission to build. She noted this was a huge issue addressed by the Community Councils and the CRA needed to be aware of this, since the CCs' decisions could be impacted by their audiences. She pointed out that the overlay was only a suggestion of what property owners could do to their property to align with the CRA/Charrette and although the CRA and the Charrette had a vision for the area, the land owners still had certain legal rights concerning their property. Chairperson Betancourt questioned when the Department of Planning & Zoning would have a system in place to flag permit applications or public hearings for properties within the jurisdiction of the CRA/Charrette, so staff could make applicants aware of the CRA/Charrette goals.

Mr. Sean McCrackine, Commissioner's Aide (District 8), noted the Commission, along with a number of Charrettes in South Dade, were dealing with this issue but the problem was that even though the ordinance was adopted, the DP&Z did not have authority to enforce the charrette plan upon the owners since they had vested rights based on the old ordinance. He noted a gap existed between the time when the ordinance was adopted and when the director would come forward with an application to re-zone all the properties within the area described in the new ordinance. Mr. McCrackine stated the Commission considered placing a hold on all applications once a charrette ordinance was adopted until the zoning was actually heard. He noted that in some instances, the Department may not be aware of the charrette design and would send a project straight to the Building Department for permitting.

Chairperson Betancourt noted some individuals may be willing to comply with the zoning overlay ordinance but needed to be aware of it. She also noted a fear factor existed with developers who felt the government would restrict their ability to develop their property, and may not realize that the overlay could benefit them by increasing the density.

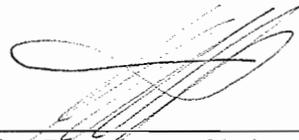
Mr. Iturrey reminded the CRA members that the CRA's FY 2006/07 Budget would be presented at the December 19, BCC meeting for approval and he suggested Chairperson Betancourt attend the meeting. He noted he would be present at the meeting to respond to any questions from the Board of County Commissioners.

VIII. Setting of next Meeting Date

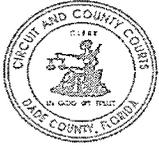
Chairperson Betancourt announced that the next NLCRA meeting would be held on January 22, 2007 at 6:00 p.m.

IX. Adjournment

There being no further business to come before this Board, the Naranja Lakes Community Redevelopment Agency meeting was adjourned at 8:38 p.m.



Nina Betancourt, Chairperson
Naranja Lakes Community Redevelopment Agency



NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

December 18, 2006

Prepared by: Nelson Diaz

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	12/18/2006		Meeting Agenda
2	12/18/2006		Letter and information regarding information on salaries of Delray Beach
3	12/18/2006		Fort Lauderdale Community Development Agency (CRA) City Commission Minutes
4	12/18/2006		Cost Estimate for CRA Staff
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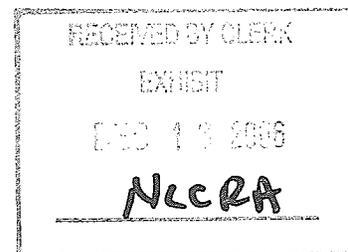
NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

MEETING OF THE BOARD OF COMMISSIONERS

LOCATION: SOUTH DADE GOVERNMENT CENTER – ROOM 203
10710 S.W. 211TH STREET, MIAMI, FL
Regular Meeting 6:00PM
December 18, 2006

MEETING AGENDA

- | | | |
|--------------|--|--------------------------|
| I. | Start of Regular Meeting Call to Order | Chair |
| II. | Roll Call | Chair |
| III. | Approval of the Minutes | Board |
| IV. | Approval of Agenda | Board |
| V. | Open Forum for Public Comments | |
| VI. | Old Business | |
| | Community Policing | Miami-Dade Police Dept. |
| | Heritage Village Update | Housing Agency |
| | Update on replacement of Construction Consultant | Staff |
| | Update on Mandarin Lakes | Paul Herman, D.R. Horton |
| VII. | New Business | |
| | a. Royal Colonial land Update | Staff |
| | b. Executive Director Update | Staff |
| VIII. | Setting of next Meeting Date | |
| IX. | Adjournment | |



PARILLA & ASSOCIATES

P.O. Box 15670
Plantation, FL 33318
(954) 587-7431 • (954) 587-3844 Fax
RMParillaJr@Aol.com

March 12, 2006

Ms. Diane Colonna, AICP
Executive Director
Delray Beach
Community Redevelopment Agency
20 North Swinton Avenue
Delray Beach, FL 33444

Dear Diane,

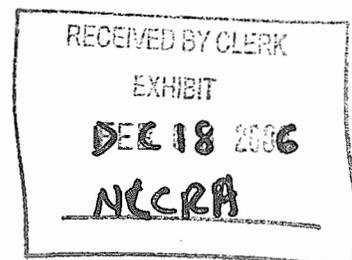
Thank you for sending the Delray Beach salary data. I have analyzed the survey data and compared the data to your information. Following is an analysis of that comparison.

We received responses from thirteen organizations. They are:

- City of Boynton Beach CRA
- Business Improvement District of Coral Gables
- City of Fort Lauderdale CRA
- Downtown Hollywood CRA
- Hollywood Beach CRA
- City of Homestead CRA
- Martin County CRA
- City of Miami CRA
- City of Pompano Beach CRA
- City of Riviera Beach CRA
- City of Sarasota CRA
- City of South Miami CRA
- City of West Palm Beach CRA

Organizational Information

The Delray Beach CRA budget of \$32,849,758 is the second highest of the organizations in the study. The organization's nine employees compared favorable with the survey average of seven employees and the 1,968 acre jurisdiction for the Delray Beach CRA is the fourth largest. The organizational structure for the Delray Beach CRA was similar to the majority of the other organizations. Only three organizations were not part of a larger organization.



Benefit Information

Health and Dental Insurance – The Delray Beach CRA provides health care coverage for employees at no cost to the employee. That practice is consistent with the policies of the other organizations. Dependent health care, employee dental and dependent dental insurance are all available to the employees, but with the employees having to bear the full cost of the coverage. Most of the other agencies pay a greater cost for these benefits instead of having the employee bear the full cost. Recommendation: The Delray Beach CRA should consider changing its policy and splitting the cost of these programs with the employee.

Life, Long Term Disability and Short Term Disability Insurances - The Delray Beach CRA does not provide life insurance to employees with the exception of the Executive Director. Ten of the thirteen organizations in the survey provide life insurance coverage to employees. Recommendation: The Delray Beach CRA should consider providing life insurance of \$20,000 for all employees.

The Delray Beach CRA does not offer Short Term Disability Insurance and offers Long Term Disability Coverage with the employee paying the full cost of the insurance. These benefits are consistent with the practices of the other organizations in the survey. No change need be considered.

Retirement Plan – The Delray Beach CRA offers a 457 Plan to its employees and contributes up to 5% of gross wages after the employee's first year of employment. The five percent contribution is on the low end of survey organization practices. The most common practice among survey organizations is to contribute 7% of gross wages. Recommendation: The Delray Beach CRA should consider raising its contribution from 5% to 7%.

Paid Time Off – The Delray Beach CRA provides 12 days of sick leave to employees each year, which is the most common practice found among survey organizations. The organization offers five comp days in addition to the sick days it offers. Eight of the survey organizations offer this kind of benefit.

The Delray Beach CRA allows employees to accumulate up to thirty sick days. This policy is consistent with the practices at other organizations. The payment for unused sick days is becoming a controversial benefit, as some organizations have paid out large sums to retiring employees. There is a split in the survey, with seven organizations offering some form of payment of unused sick days at retirement and four organizations not offering this provision. I do not recommend any change in this provision.

Most organizations do not offer a Paid Time Off or Universal Leave Plan. Nor do they offer telecommuting plans. This is consistent with the practices in effect at the Delray Beach CRA. No change is recommended.

Compensation Practices – There was a great variety of practices indicated in the survey, with five organizations paying Cost of Living Increases, five organizations offering fixed percentage increases to all employees, and nine offering individual merit increases. Several organizations use a combination of these practices.

The Delray Beach CRA provides increases based on merit. This policy allows the greatest incentive for employees to excel in their work. No change in this policy is recommended.

The Delray Beach CRA is currently budgeting 5% for merit increases. This amount is slightly higher than the amounts budgeted at the other organizations, but since the organization is paying salaries that are below average for several positions, the higher amount is justified.

Auto Allowance – The \$2,500 currently being paid to the Executive Director as an automobile allowance is somewhat low when compared to the allowances paid at other agencies. Other agencies paying auto allowances also include the Assistant Director and other positions in their programs. Recommendation: The Delray Beach CRA may wish to consider increasing the auto allowance to the Executive Director to \$4,000 and initiating a \$2,500 automobile allowance for the Assistant Director. Car allowances may also be considered for positions that involve a significant amount of driving in lieu of reimbursing mileage.

Cell Phones – The practice in place at the Delray Beach CRA is consistent with the practices in place at other organizations. No change is recommended.

Salary Analysis

The recommendations in this section have taken into consideration the 2006 planned adjustments that the survey organizations reported. It is anticipated that these adjustments will be made this year and should be factored into the recommendations. These increases are:

<u>Employee Group</u>	<u>Average Percentage Increase</u>
Executive Level	<u>5.61%</u>
Management Level	<u>4.04%</u>
Supervisory Level	<u>4.04%</u>
Exempt Level	<u>3.89%</u>
Clerical Employees	<u>4.18%</u>

I recommend that the salary ranges for the Executive Director and the Assistant Executive Director be based on the seventy-fifth percentile of the ranges reported in the survey. These positions have greater complexity than those in the survey organizations because the Delray Beach CRA budget is the second largest reported in the survey and because of the number, scope and complexity of the programs at the Delray Beach CRA.

Executive Director – For this position, the survey data shows that the current range is 7.7% high at the minimum and 19.0% low at the maximum. I recommend a proposed range for this position of \$93,329 – \$139,993. The incumbent in this position is paid a salary of \$101,847, which is 6.6% lower than the survey average of \$108,530. After the projected market increase for the position, the survey average will be \$114,607 (which is at the 70th percentile of the reported range) and the incumbent's current salary will be 12.5% low.

Assistant Executive Director – For this position, the survey data shows that the current range is 10.3% high at the minimum and 0.9% low at the maximum. I recommend a proposed range for this position of \$68,298 – \$102,446. The incumbent in this position is paid a salary of \$85,000, which is 16.5% higher than the survey average of \$71,014. After the projected market increase for the position, the survey average will be \$74,990 and the incumbent's current salary will be 11.8% high, but at only 50th percentile of the recommended range.

Finance & Administration Director – For this position, the survey data shows that the current range is 30.4% low at the minimum and 36.2% low at the maximum. However, my understanding is that some of the current responsibilities of this position such as human resources, records management, and property maintenance are being shifted to other positions. I recommend a proposed range for this position, with the modified duties as discussed, of \$61,500 – \$92,200. The recommended range will result in the position's salary range being competitive in the labor market. The incumbent in this position is paid a salary of \$72,500, which is 10.9% lower than the survey average of \$80,425. However with the decrease in responsibilities as noted the salary will be appropriate for the position.

Project Manager – For this position, the survey data shows that the current range is 7.7% high at the minimum and 1.9% high at the maximum. A proposed range for this position of \$50,200 – \$80,000 would result in the position's salary range being competitive in the labor market. The incumbent in this position is paid a salary of \$72,000, which is 19.9% higher than the survey average of \$57,661. After the projected market increase for the position, the survey average will be \$60,198 and the incumbent's current salary will be 16.4% high.

It is important to note that the average salary for this position in the private sector is considerably higher. Local labor market data shows that the average salary paid for this position is \$96,565. Furthermore, a recent study conducted by the Robert Half Company showed that salaries for these positions are growing at a rate of 10.3% in the state of Florida. This disparity between the public sector salary averages and the private sector salary levels must be taken into consideration when compensating these positions.

Planner – For this position, the survey data shows that the current range is 8.5% low at the minimum and 22.2% low at the maximum. I recommend a proposed range for this position of \$46,200 – \$73,600. The recommended range will result in the position's salary range being competitive in the labor market. There is no current incumbent in this position, but there is a budgeted opening for a Senior Planner. The amount budgeted for the position is \$63,945. This amount would be slightly high for a Planner and slightly low for a Senior Planner.

Senior Planner – This position does not currently exist, but a Planning position is budgeted. If the position is filled with a Planner, I recommend the range noted above. If the position is filled with a Senior Planner, I recommend a proposed range for this position of \$62,300 – \$87,300. The recommended range will result in the position's salary range being competitive in the labor market.

Development (Property Acquisition) Manager – There was only one organization that responded on this position, with a range of \$58,284 - \$84,428. After discussions with CRA management, it is recommended that this position be reclassified as a Project Manager that the same salary range be used as recommended for that position.

Marketing Program Manager – For this position, the survey data shows that the current range is 9.7% low at the minimum and 14.5% low at the maximum. I recommend a proposed range for this position of \$45,800 – \$71,800. The recommended range will result in the position's salary range being competitive in the labor market. The incumbent in this position is paid a salary of \$58,310, which is 6.6% higher than the survey average of \$54,459. After the projected market increase for the position, the survey average will be \$56,856 and the incumbent's current salary will be 2.5% high.

Administrative Coordinator – For this position, the survey data shows that the current range is 11.2% high at the minimum and 7.2% low at the maximum. I recommend a proposed range for this position of \$38,000 – \$64,000. The recommended range will result in the position's salary range being competitive in the labor market. There is no current incumbent in this position, but there is a budgeted opening. The amount budgeted for the position is \$50,000. This amount would be near the middle of the range and would be appropriate for an experienced individual filling the position.

Administrative Assistant/Receptionist – For this position, the survey data shows that the current range is 22.7% low at the minimum and 42.7% low at the maximum. I recommend a proposed range for this position of \$28,000 – \$44,500. The recommended range will result in the position's salary range being competitive in the labor market. The incumbent in this position is paid a salary of \$27,846, which is 15.1% lower than the survey average of \$32,055. After the projected market increase for the position, the survey average will be \$33,401 and the incumbent's current salary will be 19.9% low.

Green Market Manager - There were only two organizations that responded on this position. One had a range of \$48,526-\$72,800, with an actual salary paid of \$67,201. The second had a range of \$36,000 – \$60,000. I recommend a proposed range for this position of \$36,000 – \$60,000.

Property Manager – There were no responses to this position in the survey. A search of private sector data for this position showed an average salary of \$56,097 for the Delray Beach labor market. I recommend a proposed range for this position of \$44,000 – \$67,400. The recommended range will result in the position's salary range being competitive in the labor market.

Please let me know if you have any questions regarding this report.

Sincerely,

Ralph M. Parilla Jr.
President
Parilla & Associates

**DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY 2006 SALARY
AND BENEFITS SURVEY**

PREPARED By:
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(954) 587-7431

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TABLE OF CONTENTS

Section	Page
<u>Table of Contents</u>	2
<u>Survey Participants</u>	3
<u>Definition of Terms</u>	5
<u>General Information</u>	6
<u>Benefit Information</u>	7
Health Insurance	
Dental Insurance	
Short Term Disability Insurance	
Long Term Disability Insurance	
Retirement Plans	
Sick Pay	
Other Fringe Benefits	
Pay Practices Information	9
2005 Salary Adjustments	
2006 Projected Salary Adjustments	
Auto Allowances	
Cell Phones	
Tuition Reimbursement	
Salary Information	12
Executive Director	13
Assistant Director	14
Finance & Administration Director	15
Project Manager	16
Planner	17
Senior Planner	18
Development (Acquisition) Manager	19
Marketing/Program Manager	20
Administrative Coordinator	21
Administrative Assistant/Receptionist	22
Green Market Manager	23
Property Manager	24

SURVEY PARTICIPANTS

City of Boynton Beach CRA
639 E Ocean Avenue
Boynton Beach, FL 33535
Robert Reardon, Finance Director

Business Improvement District of Coral Gables
224 Miracle Mile
Coral Gables, FL 33134
Mari Molina, Executive Director

City of Fort Lauderdale CRA
101 NE 3rd Avenue, Suite 101
Fort Lauderdale, FL 33301
Al Battle, Executive Director

Downtown Hollywood CRA
303 North Federal Highway
Hollywood, FL 33020
Bryan Cahen, Finance Director

Hollywood Beach CRA
101 North Ocean Drive
Hollywood, FL 33019
Bryan Cahen, Finance Director

City of Homestead CRA
790 Homestead Boulevard
Homestead, FL, 33030
Marcie A. Heese, Director of Human Resources

SURVEY PARTICIPANTS

Martin County CRA
2401 SE Monterey Road
Stuart, FL 34996
Cynthia Morris, Human Resources Analyst

City of Miami CRA
49 NW 5th Street, Suite 100
Miami, FL 33128
Evelyn Herbello, Assistant to the Executive Director

City of Pompano Beach CRA
P.O. Drawer 1300
Pompano Beach, FL 33061
Phyllis Korab

City of Riviera Beach CRA
2001 Broadway, Suite 300
Riviera Beach, FL 33404
Floyd Johnson, Executive Director

City of Sarasota CRA
111 S. Orange Avenue
Sarasota, FL 34236
Stacie Ross, Human Resources Department

City of South Miami CRA
6130 Sunset Drive
South Miami, FL 33143
Jeannette Enrizo, Human Resources Director

City of West Palm Beach CRA
1000 45th Street, #12
West Palm Beach, FL 33407
Brenda Jenkins, Human Resources Department

DEFINITION OF TERMS

Number of Organizations	Total number of organizations reporting salary data for a particular position
Number of Employees	Total number of employees reported by the organizations for the position
Average Salary	The simple arithmetic average of salaries reported
Salary Ranges	The average minimum and maximum rates at which an incumbent in the position will be paid. <i>Note:</i> Not all organizations reported formal ranges for all positions.

GENERAL INFORMATION

1. ORGANIZATION'S ANNUAL BUDGET

Average for all organizations - \$10,522,035

<u>Average Budget</u>	<u>Number of Organizations</u>
\$750,000 - \$3,000,000	2
\$3,000,001 - \$6,000,000	3
\$6,000,001 - \$10,000,000	2
\$10,000,001 - \$15,000,000	1
\$15,000,001 - \$25,000,000	2
\$25,000,001 +	1

ORGANIZATION'S TOTAL NUMBER OF EMPLOYEES

Average for all organizations - 7

<u>Number of Employees</u>	<u>Number of Organizations</u>
2	1
5	1
7	4
8	2
9	1
11	1

SIZE OF JURISDICTION

Average for all organizations – 2065 Acres

<u>Number of Acres</u>	<u>Number of Organizations</u>
10-500	2
501-1000	3
1001-1500	2
1501-2000	1
3000-3500	1
8000+	1

TYPE OF ORGANIZATION

Freestanding Entity	2
Part of a Larger Governmental Unit	10
Other	1

2. BENEFIT INFORMATION

Do you offer Health Insurance? YES 13 NO 0

Percent of the insurance premium paid by the employee for employee coverage:
Percent Paid/Number of Organizations: 0%/5; 1%/1; 5%/1; 11%/1; 25%/1; 100%/1;
\$20 per pay period/2

Percent of the insurance premium paid by the employee for dependent coverage:
Percent Paid/Number of Organizations: 0%/1; 18%/1; 25%/1; 30%/1; 50%/1; 75%/1;
100%/2;
\$15 per pay period/2

Do you offer Dental Insurance? YES 12 NO 1

Percent of the insurance premium paid by the employee for employee coverage:
Percent Paid/Number of Organizations: 0%/5; 11%/1; 25%/1; 100%/1; varies/1
\$22.69 per pay period/2

Percent of the insurance premium paid by the employee for dependent coverage:
Percent Paid/Number of Organizations: 0%/2; 25%/1; 50%/1; 75%/1; 100%/3; varies/1

Do you offer Life Insurance? YES 10 NO 3

How much insurance coverage do you provide for Exempt Employees:
\$10,000/2; \$20,000/1; \$25,000/1; \$50,000/1; \$100,000/2; 1X annual salary/2

How much insurance coverage do you provide for Nonexempt Employees:
\$0/3; \$10,000/3; \$25,000/1; \$50,000/1; 1X annual salary/1

Do you offer Short Term Disability Insurance? YES 5 NO 8

Percent of the insurance premium paid by the employer for employee coverage:
Percent Paid/Number of Organizations: 0%/2; 100%/2

Do you offer Long Term Disability Insurance? YES 7 NO 6

Percent of the insurance premium paid by the employer for employee coverage:
Percent Paid/Number of Organizations: 0%/2; 100%/4

Do you offer a Retirement Plan? YES 12 NO 1

How much does the Employer contribute?

Percentage Paid/Number of Organizations: 5%/2; 6%/2; 7%/4; 7.5%/1; 16.3%/2; 23%/1

How much does the Employee contribute?

Percentage Paid/Number of Organizations: 0%/4; 4%/1; 7%/2; 7.5%/1; 8.7%/1

Do you offer additional retirement savings opportunities? YES 11 NO 2

<u>None</u>	<u>401(k)</u>	<u>403(b)</u>	<u>457</u>	<u>Other</u>
1	5	1	7	2

Does the organization contribute? YES 8 NO 3

Percentage Paid/Number of Organizations: 5%/2; 7%/1; 9%/1; 10%/1; 13%/1;

How much sick leave do you grant Nonexempt Employees? Average = 92 Hours/year

Number of Sick Hours Granted/Number of Organizations:

48Hrs/1; 72Hrs/1; 96Hrs/8; 104 Hrs/1; 112Hrs/1

How much sick leave do you grant Exempt Employees? Average = 92 Hours/year

Number of Sick Hours Granted/Number of Organizations:

48Hrs/1; 72Hrs/1; 96Hrs/8; 104 Hrs/1; 112Hrs/1

Do you allow personal days in addition to sick leave? YES 8 NO 4

Number of Personal Hours Granted/Number of Organizations:

8Hrs/1; 16Hrs/2; 24Hrs/2; 32Hrs/1; 80Hrs/1

How many Sick Days may an Employee Accumulate?

0Days/2; 4Days/1; 10Days/1; 80Days/1; 100Days/1

Do Employees get paid for Unused Sick Time?

No/4; Yes-Full Payment at Retirement/2/ Yes-Graduated Payment Schedule at Retirement/3

Yes-Conversion Privilege at Year End/2

Do you offer a Paid Time Off or Universal Leave Plan? YES 1 NO 12

Does your organization provide telecommuting opportunities? YES 3
NO 10

If yes, how would you rate its effectiveness?

High Efficiency – 1; Average Efficiency – 1; Low Efficiency – 1

COMPENSATION REVIEW PRACTICES

Which compensation method is typically used to grant salary increases to employees?

COLA's – 5 Organizations

Fixed Percentage to All Employees – 5 Organizations

Individual Merit Increases – 9 Organizations

(Note: Some organizations use more than one method)

What percentage salary adjustment did you grant in 2005?

<u>Employee Group</u>	<u>Average Percentage Increase</u>	<u>Range of Increases Increase %/Number of Organizations</u>
Executive Level	<u>6.33%</u>	15%/1; 11%/1; 5%/4; 4%/2; 3%/1
Management Level	<u>4.38%</u>	5%/4; 4%/3; 3%/1
Supervisory Level	<u>4.38%</u>	5%/4; 4%/3; 3%/1
Exempt Level	<u>4.22%</u>	5%/4; 4%/3; 3%/2
Clerical Employees	<u>5.39%</u>	12.5%/1; 5%/5; 4%/2; 3%/1

What percentage salary adjustment have you granted or are you planning for 2006?

<u>Employee Group</u>	<u>Average Percentage Increase</u>	<u>Range of Planned Increases Increase %/Number of Organizations</u>
Executive Level	<u>5.61%</u>	15%/1; 5%/1; 4%/4; 3.25%/1
Management Level	<u>4.04%</u>	5%/1; 4%/4; 3.25%/1
Supervisory Level	<u>4.04%</u>	5%/1; 4%/4; 3.25%/1
Exempt Level	<u>3.89%</u>	5%/1; 4%/4; 3.25%/1; 3%/1
Clerical Employees	<u>4.18%</u>	5%/2; 4%/4; 3.25%/1

ADDITIONAL BENEFITS

Do you provide an automobile? YES 0 NO 13

Do you provide an automobile allowance? YES 7 NO 6

<u>If yes, how much?</u>	<u>To which positions?</u>
\$1,716	Director
\$2,100	Director
\$2,400 - \$5,400	Executive Director; Deputy Director, Finance Director
\$2,400 - \$5,400	Executive Director; Deputy Director, Finance Director
\$2,400 - \$6,000	Director, Assistant Director
\$3,000 - \$4,320	Executive Director, Deputy Director, Planning Manager Engineering Manager
\$3,692	Executive Director, Assistant Executive Director

Do you provide cell phones? YES 10 NO 3

Most organizations that reported that they provided cell phones noted that the provision was limited to Executive Director, Deputy Director, Finance Director and other Director level positions.

Do you provide Tuition Reimbursement? YES 11 NO 2

There were a wide variety of policy provisions noted. They include:

Maximum of six courses per year

Each request is reviewed individually

Allow reimbursement until the budgeted funds run out

50% reimbursement with no cap on the annual amount

100% of State University tuition rate with a maximum of 18 credit hours

100% of State University tuition rate with a maximum of 12 credit hours

Maximum reimbursement of \$1,500 per year

100% reimbursement for an A; 90% for a B; 80% for a C; and 0% for a D, no maximum

100 % reimbursement with a cap

Salary Information

DELRAY BEACH, FLORIDA COMMUNITY REDEVELOPMENT AGENCY

2006 Wage and Salary Survey

POSITION TITLE: Executive Director

POSITION DESCRIPTION: A highly visible and responsible position involving the operation and administration of a community redevelopment agency established under Chapter 163 of the Florida State Statutes. The work involves planning, initiating, and directing programs and projects for the physical and economic improvement of the designated community redevelopment area. This position includes budgeting, capital planning and financial administration, personnel recruitment and supervision, business recruitment, land acquisition, urban planning and development, public relations, and the administration of contracts for professional services and capital improvements activities. Work requires extensive contact with public officials and the exercise of independent judgment and initiative.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 11

TOTAL NUMBER OF EMPLOYEES: 11

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$78,439	\$121,152	\$108,530
Highest Reported	\$115,000	\$154,111	\$165,000
Lowest Reported	\$59,129	\$99,174	\$72,000

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Assistant Director

POSITION DESCRIPTION: A highly responsible position assisting the CRA Director in the operation of the agency and the implementation of projects and programs contained in the Community Redevelopment Plan. This position is involved to varying degrees in all facets of the organization including policy making, project management, budgeting, planning, personnel management, and public relations. A primary responsibility of this position may be the development and management of affordable housing development programs and special projects. Work involves extensive contact with the development and business community, citizen groups, government officials, public and private agencies, advisory boards and City staff.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 7

TOTAL NUMBER OF EMPLOYEES: 5

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$58,318	\$88,808	\$71,014
Highest Reported	\$75,000	\$105,000	\$81,000
Lowest Reported	\$43,544	\$68,578	\$65,051

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Director of Finance & Administration

POSITION DESCRIPTION: The primary function of this position is in the operation and direction of financial accounting systems for the CRA and three affiliated entities. This position encompasses a broad range of functions from basic bookkeeping to budget preparation, financial analysis, forecasting, investing, tracking and reporting systems. In addition, the F&A Director performs a broad range of administrative services allowing the CRA to operate efficiently, such as supervise administrative support and other staff, handle functions such as human resources, planning and travel, information and data processing, mail materials scheduling and distribution, printing and reproduction, records management, telecommunications and property maintenance. The F&A Director works under the general direction of the Executive Director and exercises considerable independent judgment in the completion of assignments.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 6

TOTAL NUMBER OF EMPLOYEES: 6

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$65,189	\$102,132	\$80,425
Highest Reported	\$83,553	\$125,320	\$115,818
Lowest Reported	\$55,000	\$70,000	\$60,000

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Project Manager

POSITION DESCRIPTION: This position is a professional and technical work planning, managing and coordinating a variety of redevelopment projects in the CRA district. Work involves coordination of the planning, design, and construction of residential, commercial, and public use projects from inception to completion. Work is performed exercising considerable initiative and independent judgment in formulating timelines, budgets, and contracts. The position involves extensive contact with the development and business community, City staff and government officials, various other agencies, citizen groups, advisory boards and others.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 5

TOTAL NUMBER OF EMPLOYEES: 6

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$48,006	\$76,499	\$57,661
Highest Reported	\$52,270	\$99,571	\$67,410
Lowest Reported	\$42,020	\$65,509	\$53,962

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Planner

POSITION DESCRIPTION: This position deals with CRA technical issues on urban design for the CRA District. This position coordinates with the City's Planning and Zoning Department and other City staff and boards to ensure compliance with the CRA Plan. The position includes assists in the hiring of planning/architectural firms to work on various CRA projects, administration of consulting contracts and ensures that the projects are satisfactorily completed. Several primary responsibilities are to consult with engineers, architects, and developers on aspects of the Downtown Master Plan and design guidelines, review all development proposals for properties in the CRA District including site plans, landscape plans, elevations, re-zonings, and similar requests. Attend meetings of development review staff and provide written comments on proposals, and to propose solutions to urban design problems by conducting research, analyzing code requirements, working with City staff and others to achieve design solutions.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 8

TOTAL NUMBER OF EMPLOYEES: 14

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$44,491	\$70,858	\$54,310
Highest Reported	\$50,000	\$97,619	\$75,000
Lowest Reported	\$36,088	\$54,121	\$39,234

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Senior Planner

POSITION DESCRIPTION: This position acts as the CRA technical expert on urban design for the CRA District. This position coordinates with the City's Planning and Zoning Department and other City staff and boards to ensure compliance with the CRA Plan. The position includes overseeing the hiring of planning/architectural firms to work on various CRA projects, administers consulting contracts and ensures that the projects are satisfactorily completed. Several primary responsibilities are to consult with engineers, architects, and developers on aspects of the Downtown Master Plan and design guidelines, review all development proposals for properties in the CRA District including site plans, landscape plans, elevations, re-zonings, and similar requests. Attend meetings of development review staff and provide written comments on proposals, and to propose solutions to urban design problems by conducting research, analyzing code requirements, working with City staff and others to achieve design solutions.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 4

TOTAL NUMBER OF EMPLOYEES: 6

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$59,664	\$83,581	\$72,199
Highest Reported	\$70,000	\$94,000	\$85,000
Lowest Reported	\$47,668	\$76,483	\$51,495

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Development (Acquisition/Property) Manager

POSITION DESCRIPTION: Under the direction of the CRA Executive Director, implement all aspects of the agency's property acquisition and assembly program, and assist in other CRA programs as needed. The primary activities include property acquisition, property research, working with owners and real estate agents, negotiating offers, ordering appraisals, surveys and environmental reports, assisting in sales contracts and relocating occupants if necessary. In addition, this position prepares RFPs, maintains a CRA property database and attends meetings related to implementing various plans and projects.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 1

TOTAL NUMBER OF EMPLOYEES: 1

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average		Insufficient Data	
Highest Reported		Insufficient Data	
Lowest Reported		Insufficient Data	

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Marketing/Program Manager

POSITION DESCRIPTION: Serve as liaison between the various agencies dedicated to the redevelopment of the CRA District. Is a catalyst for entrepreneurial enterprises that desire to start or relocate their businesses onto the CRA District, Primary activities include coordinating and managing CRA and other available business grants and loan activities, setting meeting agendas, attending various agency and association meetings and reporting to various boards on relevant activities. Provide open communications between citizens, government and related agencies. Work with consultants on preparation of marketing materials such as the Annual Report and periodic Newsletters.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 7

TOTAL NUMBER OF EMPLOYEES: 7

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$43,865	\$68,690	\$54,459
Highest Reported	\$50,000	\$80,000	\$65,000
Lowest Reported	\$37,278	\$57,158	\$46,966

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Administrative Coordinator

POSITION DESCRIPTION: This position reports directly to senior staff and is responsible for coordinating the overall administrative needs for senior staff at the CRA. Executive administrative responsibilities include preparing detailed documents such as contracts and agreements, creating CRA presentations on Power Point, maintaining electronic data files, assisting with human resource, assisting with marketing and special events, typing various reports when necessary, and assisting with the day-to-day operations of the CRA.

NUMBER OF ORGANIZATIONS RESPONDING: 10

TOTAL NUMBER OF EMPLOYEES: 10

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$38,188	\$61,086	\$43,268
Highest Reported	\$50,474	\$76,544	\$52,416
Lowest Reported	\$30,883	\$47,440	\$35,755

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Administrative Assistant/Receptionist

POSITION DESCRIPTION: This position is responsible for the reception desk, carrying out general administrative duties and assisting with the day-to-day operations of the CRA. Primary activities include answering telephones and directing inquiries, disseminating information to stakeholders, attending board meetings and taking minutes, assembling and preparing bi-monthly board packets, mail handling, ordering office supplies, scheduling meetings, maintain office assets, and assisting with overflow of the administrative coordinator.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 9

TOTAL NUMBER OF EMPLOYEES: 9

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average	\$26,988	\$42,822	\$32,055
Highest Reported	\$35,214	\$62,981	\$43,039
Lowest Reported	\$19,414	\$29,716	\$23,847

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Green Market Manager

POSITION DESCRIPTION: The position is responsible for recruiting and organizing vendors who display their products to the public for sale and entertainment. The primary focus is to develop programs that increase public participation. The position activities include soliciting approximately vendors and entertainment, completing applications/screening, receiving site location deposits, preparing market grounds, and setting up by overseeing production of banners, posters, flyers, and distribution materials. In addition, the position is responsible for creating a fund raising program and researching grant opportunities.

**NUMBER OF
ORGANIZATIONS RESPONDING:** 1

TOTAL NUMBER OF EMPLOYEES: 1

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average		Insufficient Data	
Highest Reported		Insufficient Data	
Lowest Reported		Insufficient Data	

***DELRAY BEACH, FLORIDA
COMMUNITY REDEVELOPMENT
AGENCY***

2006 Wage and Salary Survey

POSITION TITLE: Property Manager

POSITION DESCRIPTION: This position is responsible for overseeing and maintaining CRA property and leasing units. The primary activities are to ensure that rents are collected, repairs are conducted, and tenants are abiding by their leases. In addition, the Property Manager monitors compliance of vacant properties and parking lots for cleanliness, appearance, vagrants, and maintenance issues.

NUMBER OF ORGANIZATIONS RESPONDING: 0

TOTAL NUMBER OF EMPLOYEES: 0

	Average Range Minimum	Average Range Maximum	Average Salary Paid
Simple Average		Insufficient Data	
Highest Reported		Insufficient Data	
Lowest Reported		Insufficient Data	

**FORT LAUDERDALE COMMUNITY REDEVELOPMENT AGENCY (CRA)
CITY COMMISSION CONFERENCE ROOM
JULY 24, 2000**

Mayor Naugle called the meeting to order at 4:08 P.M. Roll was called, and a quorum was present.

Present: Mayor Naugle
Commissioner Cindi Hutchinson
Commissioner Gloria F. Katz
Commissioner Carlton B. Moore
Commissioner Tim Smith

Also Present: City Manager
City Attorney
City Clerk

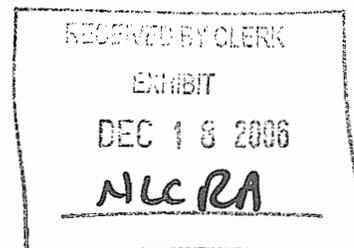
CRA Programs

The City Manager introduced Ms. Kim Jackson, CRA Manager, to make a presentation to supplement the written material distributed. She explained that she was seeking approval of certain CRA programs, effective immediately. Ms. Jackson reported that staff had been meeting with area banks, and the programs were open to as many banks as wished to participate, but 5 banks had stepped up. She introduced representatives of these banks who were present and noted the banks had been involved from the start and demonstrated a commitment to the CRA at large.

Ms. Jackson stated that the programs were flexible and had very attractive terms, and there were several other programs that would support the Low Interest Loan Program in which the banks would participate. She said she had tried to put together a series of programs that would collectively support each other to address the redevelopment issues and obstacles in the CRA.

Ms. Jackson said the first program involved the Low Interest Loan Program. She had used this program in the past, and it had been very successful. Ms. Jackson felt the best thing about this program was that the CRA and the City had virtually no risk. She explained that the banks made the loans for rehabilitation and reconstruction of commercial structures, and agreements were made with the banks that were very specific in the details. Ms. Jackson described a typical scenario in which this program would be utilized and noted that all loans would be presented to the City Commission for approval.

Ms. Jackson stated that the CRA would pay 50% of the interest only on the principal amount over a five-year period. The banks would make the loans at prime rate, with no points and no closing costs, which was a substantial commitment.



Commissioner Smith understood some of the loans would be structured so there would be a prepayment of the interest. He wondered if the prepaid interest would be refunded in the event of a default. Ms. Jackson replied that there would not be a refund. She explained the intent was to rehabilitate properties in such a way as to substantially increase their values, and there was no repayment of the interest. Ms. Jackson noted that if the interest was paid over a five-year term, and the borrower defaulted, less money would have been paid out. She advised that the only time interest had been prepaid in the past had been when there was "ground up" construction and for uses the banks considered risky in any case such as cafes and restaurants. Ms. Jackson noted that the Commission would make any decision to prepay interest.

The City Manager wished to clarify for the record that prepaid interest would not be repaid in the event of a default. Ms. Jackson agreed that was correct.

Commissioner Moore inquired about funding. Ms. Jackson said she was not recommending the use of Community Development Block Grant (CDBG) funds for this program because those funds could not be carried over from one year to another, and this program involved a five-year payout. However, CDBG funds were being recommended for the second program she planned to discuss. Ms. Jackson stated that the CRA currently had \$153,000 in an account called "business incentives," and no monies had been expended from that account. She planned to begin with that amount, which could be used to leverage approximately \$1.5 million in rehabilitation. She said she would probably be presenting a budget in October that would allocate funds from next year into this program as well as the \$153,000.

Commissioner Moore understood this program could only be used for the rehabilitation of existing structures in the target area. Ms. Jackson agreed that was correct, although the Commission could make exceptions for new construction if it was appropriate. She noted that the bank and the Commission would have to agree to such a scenario.

Commissioner Smith believed there was a typographical error on page 3 of the contract in which a sentence at the bottom seemed incomplete. Ms. Jackson acknowledged the error, which had not been noticed until the material had been distributed.

Mr. Stan Brown, Chair of the CRA Advisory Board, stated that the Board had reviewed all of the materials in significant detail and liked it as presented.

Ms. Jackson stated that the second program was more flexible, and it was important for assisting those who could not qualify for the Low Interest Loan Program. She said this was called the Business Relocation and Incentive Program, and it would allow the ability to structure just about any rehabilitation project imaginable. It could be used for property acquisition, filling vacant space, and anything that was encountered in a specific area. Her job would be to find the developers in the private sector to further redevelopment projects.

Ms. Jackson believed this program would be used the most for property acquisition and disposition, and then working with the tanks on the rehabilitation projects. She stated that each case would be presented to the Commission in detail, on a first-come, first-served basis.

Commissioner Moore understood the intent of this program, but it made him a little nervous. It seemed it might allow an individual who owned property in the area to make no investment in his property, and the CRA would purchase it. He was concerned that people would see this as a way to sell property in decline rather than rehabilitate it. Commissioner Moore thought that was the wrong message to send and preferred a process involving Code enforcement so property owners would work with the banks to rehabilitate their properties themselves.

Ms. Jackson stated that unless there was a very particular instance that was included in the CRA plan, TIF funds could not be utilized. She explained that this program would be instantly incorporated into the rewrite of the CRA Plan to allow the purchase of dilapidated property, but it did not say the CRA would buy any dilapidated property in the district. Ms. Jackson stated that funding was very limited, and she did not think this would send the signal that the CRA would have the ability to buy all the dilapidated properties in the area. Further, each of the proposals would be brought to the Commission for approval. Ms. Jackson noted that an inventory would also be prepared ahead of time to identify those properties that might be suitable for acquisition in terms of priority. She thought the language could possibly be reworded to indicate that the CRA was not going to go out and buy all the dilapidated properties.

Commissioner Moore was worried about the few properties that would be purchased. He was concerned about those property owners who would just wait to see if their properties in the targeted area would be purchased rather than undertaking rehabilitation.

Commissioner Smith understood this was all part of the Enterprise Zone (EZ) Loan Program. Ms. Jackson replied it was all part of the package, and the EZ Loan Program currently existed and was recommended for funding next year. She thought as time went on and programs were created or dissolved, flexibility should be retained to move funds where they were needed. Commissioner Smith had thought there was a merchant mix on Sistrunk Boulevard that would be more appropriate in the industrial area, and a program would be developed to move businesses with leases.

Commissioner Moore agreed with Commissioner Smith and recalled past discussions about a commerce center at the 7th/9th Avenue Connector. He had envisioned a commerce type of park where operators of "obnoxious" businesses could be relocated. Commissioner Moore was concerned that this program was too loose and would encourage owners of run down businesses to sit back and wait for the City to step in. Mayor Naugle noted that the City Manager would be forwarding the recommendations for the loans, and he was aware of this concern and would be careful.

The City Manager stated that among the tools developed by Ms. Jackson, there would be various programs, but the policy-making body would approve the use of the tools. He believed the Commission would gain a greater comfort level as progress was made, and the type of thing Commissioner Moore had mentioned would not be allowed. The City Manager understood his concern, but he believed the Commission would see that there were checks and balances to ensure against these things.

Ms. Jackson referred to the EZ Loan Program. She explained that at present, the City itself loaned the money and served as the lending officer. Ms. Jackson wondered if this program was achieving the "biggest bang for the buck." After analyzing it, she felt the problem was that the City was acting as a lending institution, and the money was not being "recycled" very quickly. Further, this program allowed acquisition but did not guarantee a property would be rehabilitated and increase in value. Ms. Jackson said she was trying to put together a package of programs so that instead of loaning the money to a borrower, the City could purchase a property and dispose of it quickly to recycle the money. Ms. Jackson suggested that the EZ Loan Program not be continued in its existing format.

Mayor Naugle noted that one EZ Loan had already been approved in next year's budget. Ms. Jackson agreed there were a few loans pending, and funds had been encumbered from the next fiscal year.

Commissioner Moore stated that banks did not like to make loans in depressed areas, and people were lining up for these EZ Loans. He agreed with positioning the CRA to use other people's money, but he felt there were some benefits to this program. Commissioner Moore pointed out that all of the money was recovered, although it was not recovered quickly. He wondered if consideration had ever been given to bonding, and he pointed out that it was difficult to get investment in slum and blighted areas. He believed the only time redevelopment took place was when there was an infusion of a great deal of public money.

Commissioner Smith thought the infusion of \$500,000 would be enough to get the lending institutions to come forward. Mayor Naugle noted that 5 banks had already come forward and expressed interest. Commissioner Moore understood the banks would make loans in certain situations, but the banks would not make this type of loan. He pointed out that the banks did not, for example, care about how many jobs would be generated. Commissioner Moore felt this type of loan was very beneficial to the community, while conventional loans had to be supported by equity in a project.

Mr. Paul Wiggins, Senior Vice-President of the Bank of America, stated that the banks were interested in making loans in the area, and there were a number of products available, such as SBA products, 504 and 780 loans. He advised a number of opportunities would be brought to the table to encourage investment. Commissioner Moore appreciated Mr. Wiggins' comments, but he wondered if the banks would change the required loan to equity value. Mr. Wiggins did not believe so. Commissioner Moore pointed out that the EZ Loan Program addressed that need, and he did not want to take something off the table that worked.

Commissioner Smith felt this was the preferred way in order to better utilize the monies, but if there were no takers on that program, it could be left in as a fall back. Commissioner Moore had no objection. He did not want the EZ Program to be eliminated because it had been successful. Mayor Naugle believed there had been equity in some of the EZ loans, such as the loan to Dr. Shirley, and in the Case loan. Commissioner Moore agreed, but he did not think those opportunities would have presented themselves without the EZ Loan Program.

Mr. Phil Bacon, Economic Development Manager, stated that if the program anticipated use of CDBG funds, acquisition and disposition of properties was not the national objective, so job creation had to be added to the list of criteria. He stated that any project within the target area needed additional capital in order to make it work given lease rates. Therefore, "gap" financing had been arranged at low interest rates. Mr. Bacon stated that part of the national objective of the program was to create jobs in order to return the dollars to the community. He acknowledged that this did not always lead to the best business deals, but that was not really the purpose of the program. The purpose of the program was to provide funds where needed to create jobs. In the process, facilities had been rehabilitated and businesses brought into the community.

Commissioner Moore said he could not help but agree with Ms. Jackson that leveraging dollars was the best way to go, but he felt this program should still be available for the distressed areas. Commissioner Katz did not mind having the EZ Program as a fallback position, but she felt there should be clear criteria because three jobs, for example, were not enough. Commissioner Moore agreed. Commissioner Katz also felt that if money was going to be loaned, there should be a reasonable expectation of getting it back.

Ms. Jackson had no problem with having the EZ Loan Program as a fallback position with added criteria. Commissioner Moore suggested that the CRA Advisory Board be asked to develop some criteria and changes to the EZ Loan Program. Ms. Jackson agreed that would be important to ensure everything was very clear. Commissioner Moore believed there were good examples of the opportunities available.

Ms. Jackson referred to the Façade Program. She noted that there was limited funding, but she felt it could be fit into the total package, and she did not recommend any changes. Commissioner Moore thought it might be a good idea to change the cost per project. Ms. Jackson advised that would be up to the Commission. Commissioner Moore stated that *Ms. Maria Freeman* had recently acquired a building at Northwest 9th Avenue and Sistrunk Boulevard, and a façade treatment would raise the lease rates from \$5 per square foot to \$7.50 per square foot. He advised that the building had been an eyesore in the neighborhood for years, and she had convinced some attorneys to lease space with the promise that improvements would be made. However, the monies afforded by the Façade Program had been insufficient.

Ms. Freeman stated that \$7,500 did not go very far. She suggested that the Façade dollars be awarded per address or that the amount allowed per project be increased. Mayor Naugle thought it sounded as if one of the other programs should be used to address the whole building rather than just the façade. Ms. Jackson noted that the Merchant Relocation Incentive Program could provide some assistance. She also agreed with Ms. Freeman's suggestion that the Façade Program be administered by address because there were large buildings with multiple addresses, so it would make more sense. Mayor Naugle suggested consideration of a front footage or square footage formula. Commissioner Moore liked the idea and wanted to commend Ms. Freeman for the efforts she had already made.

The City Manager said he understood the desires of the Commission, but he felt he had to remind everyone that they were dealing with limited amounts of money. He wanted the programs to be fair and allow for maximum participation. Commissioner Moore felt that if a particular program worked, it should be continued and even expanded. Commissioner Smith wanted to keep a cap, and then if there was money left over, the cap could be exceeded. He agreed the Façade Program was making a real difference on all the corridors. Mayor Naugle noted that if something exceeded the amount, the City Manager could still present it to the Commission. Commissioner Smith agreed and felt that if there was no one else in line for the program, the cap amount should be exceeded.

Commissioner Moore referred to the proposed boundary in the midtown area of Sistrunk Boulevard. He was concerned that there were certain properties just outside the boundary that were very important to the community. Commissioner Moore pointed out that a major public investment was being made in the African American Research Library. He believed that would have demonstrable impact, and he wanted to capture this opportunity. Commissioner Moore hoped for a little more flexibility with this funding. Mayor Naugle noted that the boundary could be extended to the City limits. Commissioner Moore supported the idea.

Ms. Jackson suggested including 2 noncontiguous areas as Priority No. 1 since the funding was so limited. Commissioner Moore thought that was a good idea. Commissioner Katz did not want this spread too thin. Commissioner Smith asked Ms. Jackson if she could identify the second Priority No. 1. Ms. Jackson displayed a map and pointed out the area.

Motion made by Commissioner Moore and seconded by Commissioner Smith to approve the proposed CRA Programs as presented and discussed. Roll call showed: YEAS: Commissioners Moore, Hutchinson, Katz, Smith, and Mayor Naugle. NAYS: none.

Property Acquisition – 1025-1033 Sistrunk Boulevard

Ms. Jackson displayed a map and pointed out Priority Area No. 1. That had originally been from 8th Avenue to 12th Terrace, and properties had been purchased with CDBG funds over the past few months. She pointed out those properties in relationship to the property being considered for acquisition today. Ms. Jackson stated that property acquisition was very important to the CRA because it allowed a little more control.

Commissioner Moore thought this was wonderful. Commissioner Smith concurred. He referred to the other properties that had been acquired and asked if they were vacant lots or if they contained buildings. He also wondered if they were being maintained. Ms. Jackson replied that the majority were vacant parcels, and staff had tried to target properties that had been problems within the community. She advised that one property had a boarded church that would soon be demolished, and another had a car lot on it. Ms. Jackson added that there had been severe time constraints in using the funding.

At 4:55 P.M., Commissioner Moore left the meeting.

Commissioner Smith wanted to move quickly on the properties owned by the City. He did not think there was anything worse than a blighted building or overgrown lot owned by the City. The City Manager recalled that there had been a two-pronged challenge this past year to match priorities with funding for acquisition as expeditiously as possible. A strategy had been developed very quickly, but it was necessary to address the issues parcel by parcel.

Motion made by Commissioner Smith and seconded by Commissioner Hutchinson to approve the acquisition of property located at 1025-1033 Sistrunk Boulevard. Roll call showed: YEAS: Commissioners Hutchinson, Katz, Smith, and Mayor Naugle. NAYS: none.

Midtown Parcel Planning

Ms. Jackson stated that a parcel-by-parcel analysis was necessary of each site within the targeted area. However, in viewing how to go through the process, several issues had arisen. She explained that Kimley-Horn had been hired by the City to perform a PD&E study on Sistrunk Boulevard, 3rd Avenue and Andrews Avenue in hopes of obtaining federal funds for infrastructure and streetscape improvements.

At 4:59 P.M., Commissioner Moore returned to the meeting.

Ms. Jackson stated that consideration had been given to using Kimley-Horn for the Midtown Parcel Planning, and a quotation had been requested. That quotation had been \$24,900 to go through the analysis with staff, and Kimley-Horn felt the area should be extended to the railroad tracks without additional cost. Ms. Jackson stated that the corner of Sistrunk Boulevard and 7th Avenue was very important, and there were a few parcels between 8th Avenue and the railroad tracks that the City owned. She recommended moving forward with Kimley-Horn and attaching this work to the existing contract for a parcel-by-parcel analysis to determine what should be done with each lot.

Commissioner Moore liked the idea, but he believed there had been study after study, and he knew what everyone wanted. He did not see the need for another charette and preferred to just move forward with the "parceling." Mayor Naugle believed the problem was the consultant did not have any "real world" experience in real estate development. He felt there should be input from developers and other professionals. It was his understanding that Kimley-Horn was more of a design firm. Commissioner Moore believed the CRA Advisory Board had the kind of expertise Mayor Naugle was referring to.

Ms. Jackson said that a parcel-by-parcel analysis required a literal planning/engineering process, but the charette process could be eliminated if that was the Commission's desire. She agreed everyone was aware of the community's desires, but the planning process was important. She advised that she could renegotiate the contract to eliminate the community input process, but this was an important phase because it involved land use decisions that would affect the area well into the future. Ms. Jackson thought the professional planning process was essential.

Mr. Brown stated that the CRA Board had not really anticipated a major charette in the classic style. However, he thought it was important to work with the people who were associated with the properties involved to ensure enough input to provide recommendations. Commissioner Moore said he could accept that. Mayor Naugle suggested that 50% of the study amount be held back until the City Commission approved the report.

Motion made by Commissioner Smith and seconded by Commissioner Hutchinson to approve hiring Kimley-Horn & Associates for the Midtown Parcel Planning as discussed. Roll call showed: YEAS: Commissioners Moore, Hutchinson, Katz, Smith, and Mayor Naugle. NAYS: none.

Presentation by the Bank of America on Residential Development

Ms. Jackson introduced *Ms. Mary Beth Stuart*, of the Bank of America, to make a presentation about residential development. She advised that the CRA Board had seen the presentation, and there had been substantial discussion. Ms. Jackson noted that the proposed partnership agreement had been distributed, and the intent was to attract private dollars into the Sweeting Estates area. She reported that Bank of America was willing to invest \$1 million in the acquisition and was seeking public sector support in terms of relocation, demolition and streetscape improvements. Ms. Jackson said the question before the Commission was whether or not it wanted to support a private sector initiative with Bank of America as a partner. She also wished to recognize Mr. Alan Levy, representing the Broward Workshop, which had been working with staff, along with Mr. Patrick Hadley, from the Governor's office, who had been helping define the type of State financing that might be anticipated. She was very pleased with all the people who had stepped up to assist.

Ms. Stuart stated that the Bank of America was extremely progressive when it came to community redevelopment and investment. She advised that in 1998, a \$350 billion commitment had been made to communities across the country, and a report had recently been issued indicating that \$39.6 billion had been spent in the first year for small business loans, affordable housing, consumer loans, etc. She also stated that Bank of America had a Community Development Bank Executive for the State of Florida who was located in Fort Lauderdale and who was a strong supporter of all the Bank of America programs.

Ms. Stuart said the Bank of America CDC was unique among banks. She discussed some of the projects done in other cities, such as Atlanta and Dallas, along with some upcoming projects in Tampa and St. Petersburg. Ms. Stuart reported that the Bank of America CDC had first been chartered in 1977, and it took a role as a developer and equity investor in urban redevelopment projects. She stated that close to 20,000 affordable housing units had been developed since 1977 for a total investment on the part of the Bank in excess of \$400 million. Ms. Stuart advised that the Bank operated in 16 major metropolitan areas, including the Miami/Fort Lauderdale area.

Ms. Stuart reported that the Bank of America's approach was to form joint ventures and partnerships with cities and neighborhood-based, non-profit development entities to take on real estate development projects to serve as a catalyst for neighborhood revitalization and economic development. She stated that the Bank brought substantial equity capitalization, access to financing, and professional development staff and technical resources. Ms. Stuart said these efforts were focused on economically depressed neighborhoods and on projects that benefited low to moderate-income individuals and families. She advised that the Bank often partnered with non-profit entities, and its belief was that profitability and economic viability were critical to sustaining neighborhood revitalization.

Ms. Stuart referred to infill, single-family home development. She stated that the Bank took a block-by-block approach with a long-term commitment including multiple projects phased over time to revitalize a distressed community. Ms. Stuart advised that a variety of tools were provided, and the Bank had also acquired and rehabilitated a number of large, multi-family properties in urban communities. Another approach involved the reengineering of public housing, and Ms. Stuart presented slides of some of the projects in which the Bank had been involved.

Commissioner Smith inquired about the cost of the housing units, and Ms. Stuart advised the prices were usually in the low \$80,000 range. Commissioner Moore asked how much money St. Petersburg was contributing, and Ms. Stuart advised that the City had provided some demolition money at a cost of \$5,000 to \$8,000 per house. She stated that the City had also been helping buyers who were income-qualified by providing \$2,000 to \$10,000 for down payments. In addition, there were alleys in the neighborhood and narrow streets, so the City had paved the alleyways and provided lighting so they were safe, and garbage collection in the alleys was being provided as well. Ms. Stuart noted that a community police officer had been assigned to the neighborhood and there was strict Code enforcement provided, which had been very helpful in terms of the crime factor. Further, people were becoming more and more involved in the neighborhood.

Ms. Stuart said that a development team had been formed with representatives of Bank of America, the CDC and New Visions CDC to work together on the development side. She stated that assistance from the City would be needed in terms of facilitating demolition of existing substandard units in the target area, platting, master planning, infrastructure improvements such as water and sewer systems, and strict Code enforcement. Ms. Stuart said the Bank would start the land assemblage and take the lead as far as any master planning. In addition, the Bank would coordinate and supervise construction of new single-family homes and coordinate the sales and marketing of the homes. She said the project would be started with about \$1 million in seed capital and leverage that amount for a total Bank investment of \$4.5 million.

Commissioner Moore was very happy about this prospect. He said this was what the community had wanted for a very long time, and he thought the support desired from the City was very reasonable. Commissioner Moore thought that if Bank of America was willing to do this in the target area, it should have some sort of right of first refusal of any other project that could come out of the area just to teach the other banks a lesson. He felt that if there was some other project opportunity, Bank of America should get to review it before allowing others the opportunity.

Commissioner Katz asked what kind of housing was envisioned for the Sweeting area. Ms. Stuart replied that a mix of housing would be appropriate. She thought the project would be started with smaller homes ranging from 1,200 to 1,600 square feet and work upward from there. Ms. Stuart noted that the homes in Tampa/St. Petersburg were priced from \$70,000 to \$95,000, and there had been no trouble selling them. Mayor Naugle asked if garages would be included. Ms. Stuart replied that single and double-car garages could be provided, depending on preference.

Commissioner Moore felt the mix of types of housing was essential, and there was waterfront property in the Sweeting area. He did not think there was a better location in Fort Lauderdale to start the regentrification of the northwest area. Commissioner Smith agreed completely, but he wondered how higher-income individuals could be drawn to the area. Mayor Naugle believed that had occurred on 5th Street through provision of a really good product. Ms. Stuart noted that this was really a small area, and the Bank was committed to building 15 new homes. Commissioner Moore believed the area also allowed for SEPTED features with one way in and one way out.

Commissioner Katz understood the City's help would be necessary in terms of master planning and platting. She wondered how the Bank would handle the dilapidated buildings along the way to the waterfront property. Ms. Stuart stated that as soon as the Commission approved, land assemblage efforts would begin immediately. She thought it would be necessary to assemble as many as 50 parcels, and there would be a focus on dilapidated structures as well as vacant lots.

Commissioner Katz wondered what would happen with the retirement home. Ms. Stuart believed the price would be too high to acquire that property, so strict Code enforcement on the part of the City would have to be employed. In addition, exterior improvements would make it more attractive for the neighborhood.

Commissioner Smith asked if the Bank usually found voluntary sellers. Ms. Stuart replied that the Bank had been fairly successful in its land assemblage activities through the use of local brokers who were active in the community. She said that condemnation had not been necessary thus far. Commissioner Moore agreed condemnation was not a good method, but the lot exchange program had been successful in the Dorsey Riverbend area.

Commissioner Katz assumed the CRA Advisory Board had members who were accountants and real estate agents, etc. Mr. Brown agreed the Board would work very closely with the bank and City staff, although he did not know how much money the City could contribute. Commissioner Katz agreed it was necessary to know where the money would come from. Mr. Brown was very comfortable with the expertise the Bank would bring to the process, and Ms. Stuart advised that the Bank worked closely with cities and community-based, non-profit partners. She explained it behooved the Bank, as a business, to understand what would sell within a particular market.

Commissioner Katz referred to Commissioner Moore's earlier suggestion regarding giving the Bank the right of first refusal. She wondered if he had been including Lincoln Park in that thought. Commissioner Moore felt that would be appropriate.

Ms. Stuart noted that dealing strictly in single-family homes could be very difficult, so the Bank typically liked to deal with a mixture of multi- and single-family homes. Mayor Naugle noted that the City had a Purchasing Code with which it had to conform. Ms. Stuart understood that. Commissioner Moore pointed out that the community desired single-family homes, so he was glad there would be an emphasis on that type of housing.

Commissioner Hutchinson said she had not traveled to Atlanta, but she had examined all the materials and was excited to be a part of this process. Commissioner Smith also favored the proposal, but he was concerned because there were not infinite resources, and there were many areas in the City that needed attention. It appeared it would be necessary to put a lot of money into this over a long period of time, and Commissioner Smith wanted to make sure the money would not run out before other impoverished areas were addressed.

Mayor Naugle stated that the action today would be a commitment to spend significant TIF funds over the next 5 years. Commissioner Smith felt it would put the City in a posture in which it would have to come up with a lot of money. He was willing to support this, but he did not want anyone to forget that there were other large areas where assistance was needed.

Commissioner Moore thought it was time for the City to be creative and consider bonding the TIF funds. Mayor Naugle agreed it might be necessary to bond the TIF funds, but he did not want to consider bonding CDBG dollars because that would "tie hands" in terms of assistance in other areas.

Motion made by Commissioner Moore and seconded by Commissioner Hutchinson to approve the partnership agreement with Bank of America. Roll call showed: YEAS: Commissioners Moore, Hutchinson, Katz, Smith, and Mayor Naugle. NAYS: none.

The City Manager wished to note for the record that staff resources were limited, but staff was on track to move City offices to Lincoln Park. In the meantime, other projects had been put on the "back burner." He did not want this to come as a surprise to anyone. Commissioner Moore did not understand. The City Manager explained that the Commission had directed staff to move City offices out to Lincoln Park, and staff was working on that project while others were pending. Now, it appeared the Bank would be given a certain period of time to come up with a proposal.

Commissioner Moore wished to clarify his intent. He was glad that the Bank of America would build single-family homes in the Sweeting area. Afterwards, if it was successful, then "some of the cherries" could be examined such as Lincoln Park. He thought the Lincoln Park design was already "out of the box." Commissioner Smith understood the intent was to have City functions at Lincoln Park for many years. Commissioner Moore agreed.

Commissioner Katz said she would hate to spend the money and time to rehabilitate Lincoln Park only to have someone come along a year or two later with a wonderful plan for homes on the site. Commissioner Moore was not concerned about that because if a housing plan were a good deal, a developer would be willing to pay for it so the City could recoup its investment. Further, an economic feasibility study would be conducted at that point, and decisions would be based on such a study that examined all of the issues associated with the Lincoln Park property. He did not want to delay placing City functions on the site, particularly if the City was renting property for those functions elsewhere.

Commissioner Smith believed there had been interest expressed in the Lincoln Park property. Mayor Naugle was not aware of any proposals. Commissioner Smith understood Mr. Milton Jones was interested. Mayor Naugle was not aware of any meetings with the majority of the Commission. Commissioner Moore believed these were only conversations about future possibilities. However, space was needed for staff now, and the community surrounding Lincoln Park was not interested in multi-family units on the site.

Commissioner Smith said he had always thought there was an opportunity for a new City Hall on Northwest 7th Avenue where the City owned 10 acres of land. However, he did not expect the City Manager to explore that idea when there was an interim 5-year plan to use Lincoln Park. Commissioner Moore pointed out that employees would have to have space during the 5 years it would take to develop such a plan. Commissioner Smith felt proposals for Lincoln Park should be solicited for a 60-day period to determine if there was any interest in building single-family homes on the site at this time. He did not believe the market had been tested yet, and he did not think that would delay any other plans.

Mayor Naugle was willing to explore interest in developing home ownership opportunities on the site. Commissioner Smith agreed cluster homes or townhouses might be appropriate. Commissioner Katz saw no harm in exploring the possibilities. Commissioner Moore disagreed. He felt a zero lot line development would be terrible in this area. Mayor Naugle felt such developments had the same appearance as single-family neighborhoods.

Commissioner Katz asked Ms. Jackson if anyone had approached her in this regard. Ms. Jackson stated that Sean Jones had expressed interest in Lincoln Park at one of the Commission's public meetings. She thought the Bank of America would also be very interested in a right of first refusal. Ms. Jackson believed there was interest, but nothing had been put on paper to her knowledge. Commissioner Moore stated that the Bank of America was also aware that Lincoln Park would be used for City employees for the next few years, but it would take 3 to 5 years to deal with the Sweeting area project. Commissioner Smith pointed out that there were hundreds of property owners to deal with in the Sweeting area while Lincoln Park only had 1 owner.

At 6:00 P.M., Commissioner Moore left the meeting.

Mr. Brown recalled that an RFQ had been issued a couple of years ago on two occasions, and no interest in the Lincoln Park site had been expressed at that time. In addition, the Advisory Board had examined the Lincoln Park site a couple of years ago, and the sense of the Board at the time had been that an alternative use for 5 years would make more sense. Mayor Naugle did not think there was an appropriate project or sufficient interest in the site now.

The City Manager said that he had to raise this subject because there would not be another meeting until September, and he had not wanted to have 5 different opinions on the subject in the meantime. He had been seeking clarity, and he had just been advised the first RFQ had been issued 4 years ago without result. The City Manager felt that given that information and the direction of the Commission, staff would proceed with the plans for office facilities at Lincoln Park. He pointed out that if someone did come up with a viable proposal, nothing would prevent him from presenting it to the City. However, he did not think a formal RFP process would be worthwhile at this time.

At 6:02 P.M., Commissioner Moore returned to the meeting.

Commissioner Katz did not think the City would be interested in entertaining proposals after it had spent a lot of money renovating the property for office use. She did not think any developer would be willing to pay enough for the site for the City to recoup its costs. If expressions of interest were not going to be sought, she hoped everyone understood that the property could not be used for anything else in the next 5 years. Commissioner Smith thought that when Mr. Jones had expressed interest, the Commission had "sent him packing." He said that if he were a member of the Jones family, he would not want to spend \$100,000 developing a plan that would not be entertained for 5 years.

The City Manager did not think the City Commission could be effectively bound for a 5-year period. Mayor Naugle was sure that if someone came forward with a proposal in a year and a half, the Commission would consider it. He thought it was unlikely that an acceptable proposal would be forthcoming after a lot of money was invested in the property. Further, he did not think there would be money available while the Sweeting area was addressed.

Commissioner Smith inquired as to the cost of seeking proposals. The City Manager said that would depend on the scope of the project. Mayor Naugle thought the RFP used before could be updated and used again. The City Manager said he would have to get back to the Commission with the cost. Commissioner Moore thought that whoever assumed his seat on the Commission would represent the people in the district, and they had consistently indicated that no more multi-family units were desired in this area.

Code Enforcement Officer Criteria

It was the consensus to approve the criteria for the Code Enforcement Officers for the CRA District. Mr. Pete Witschen, Assistant City Manager, reported that these Code officers would be used for the expanded boundaries.

CRA Manager's Report

Ms. Jackson noted that a written report had been distributed, but she wanted to introduce Mr. Darnell Kimbrew, the new CRA Project Manager, who had been onboard for 3 days. Mayor Naugle asked him where he had last worked, and Mr. Kimbrew replied he had worked for Broward County.

Commissioner Smith inquired about the CRA work schedule. He asked when the application would be submitted to the County. Ms. Jackson stated that a finding of necessity had to be made, and proposals for a consultant would have to be sought. She did not have all of the information with her, but she said she could forward it to the Commission, and she expected the consultant to be onboard in September. Commissioner Smith asked how long the consultant's work would take, but Ms. Jackson could not provide an accurate answer at this time.

Commissioner Smith was concerned because there was a County Commission election in November, and he thought it would be best to submit the application prior to that election. Mr. David Hardwell said it would depend how long the study took, but he thought that schedule could be met. Ms. Jackson agreed staff could try to meet that time frame. Commissioner Smith pointed out that a decision had been made to do this over 3 years ago, and he thought it would be prudent to try and do it by October 31, 2000. The City Manager stated that staff would give it the best shot, but he did not know that it would be disadvantageous to wait until after the election, particularly since there would be 4 County Commissioners representing different portions of Fort Lauderdale.

At 6:08 P.M., Commissioner Moore left the meeting.

Commissioner Smith noted that a planning and engineering firm was going to be hired to deal with the Gateway area, and he understood proposals would be received on August 7, 2000. That was his birthday, and Commissioner Smith wanted to thank staff for the birthday present.

There being no further business before the Board of Commissioners, the meeting was adjourned at 6:13 P.M.

**COST ESTIMATE
FOR CRA STAFF**

Staff / Item	Start up Costs	Est. Avg. Cost Recurring
Executive Director		\$ 114,607
Finance Administrator		\$ 80,425
Administrative Assistant / Receptionist		\$ 33,401
<u>Sub-total salaries</u>		<u>\$ 228,433</u>
 Benefits (Estimated 21% of salary per employee)		 \$ 47,971
 Estimated Operating Costs		 \$ 5,000
Computers / Office Equipment	\$ 4,500	
Office Build out	\$ 3,000	
Office Furniture	\$ 4,500	
 Office Space Rent (600 sq. ft at \$21 per sq. ft. at S. Dade Govt Cntr)		 \$ 12,600
 <u>Sub-totals</u>	 <u>\$ 12,000</u>	 <u>\$ 294,004</u>
 Total Start-up and Recurring Costs		 \$ 306,004

Note: Approximate numbers based on Parilla & Assoc. Survey, plus other estimates

