

# MEMORANDUM

Agenda Item No. 8(G)(1)

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**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** October 3, 2023

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution approving the  
Fiscal Year 2022-2023 budget  
for the N.W. 79th Street Corridor  
Community Redevelopment  
Agency and the N.W. 79th Street  
Corridor Community  
Redevelopment Area in the  
amount of \$6,634,160.00

Resolution No. R-846-23

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The accompanying resolution was prepared by the Office of Management and Budget and placed on the agenda at the request of Prime Sponsor Airports and Economic Development Committee.

  
Geri Bonzon-Keenan  
County Attorney

GBK/ks

# Memorandum



**Date:** October 3, 2023

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava *Daniella Levine Cava*  
Mayor

**Subject:** NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency FY 2022-23 Budget

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## **Executive Summary**

As required by Florida Law and the Interlocal Cooperation Agreement (interlocal) between Miami-Dade County (County) and the NW 79th Street Corridor Community Redevelopment Agency (Agency), the Board of County Commissioners (Board), as the governing body of all community redevelopment agencies in the County, is required to approve annual budgets of such community redevelopment agencies, and any amendments to their budgets. This item seeks approval of the Agency's fiscal year (FY) 2022-23 budget for the NW 79th Street Corridor Community Redevelopment Area (redevelopment area) in the amount of \$6,634,160.

## **Recommendation**

It is recommended that the Board adopt the attached resolution approving the Agency's FY 2022-23 budget for the redevelopment area. The Board must approve the Agency's budget prior to the Agency expending any funds as required by section 163.387, Florida Statutes, and the interlocal cooperation agreement between the County and the Agency.

## **Scope of Agenda Item**

The redevelopment area is located in County Commission Districts 2 and 3, which are represented by Commissioner Marlene Bastien and Keon Hardemon, respectively.

## **Delegation of Authority**

This item does not delegate any authority to the County Mayor or the County Mayor's designee.

## **Fiscal Impact / Funding Source**

The Agency's revenue source is tax increment financing (TIF), which is generated through the incremental growth of ad valorem revenues beyond an established base year, as defined in section 163.387, Florida Statutes. The countywide TIF payment to the Agency's trust fund is \$1,797,191, and the unincorporated municipal service area (UMSA) TIF payment to the trust fund is \$742,574. The County will continue to make annual payments to the Agency based on each year's growth of ad valorem revenues over the base year until 2039 when the Agency sunsets.

## **Track Record/Monitor**

This resolution does not provide for contracting with any specific entity. The resolution approves the Agency and the redevelopment area's FY 2022-23 Budget.

## **Background**

On May 5, 2009, the Board adopted Resolution No. R-566-09, which established the boundaries of the redevelopment area, and declared the redevelopment area to be slum or blighted. On July 19, 2011, the Board approved the establishment of the Agency by adopting the Agency's Community Redevelopment Plan (plan), through Resolution No. R-604-11, and the funding of the activities set forth in the plan when the Board enacted Ordinance No. 11-55, which created the Agency's trust fund. On October 3, 2011, the Agency approved the interlocal with the County, which grants the Agency certain redevelopment powers. The interlocal was subsequently approved by the Board on January 26, 2012, through Resolution No. R-95-12.

The interlocal requires the Agency to submit, for the County's approval, an annual budget for the implementation of their plan.

**Fiscal Year 2022-2023**

On May 22, 2023, the Agency adopted Resolution No. CRA-01-2023, which is attached hereto and provided as reference as Attachment A, approving the Agency's FY 2022-23 budget totaling \$6,634,160. The budget includes \$1,797,191 in County TIF, \$742,574 in UMSA TIF, projected carryover of \$4,075,227, and projected interest earnings of \$19,168.

Administrative expenditures total \$188,000 and include direct support from County staff (\$125,000), audits and studies (\$30,000), travel/educational seminars (\$14,000), advertising, mail services and notices (\$5,000), printing/publishing (\$5,000), staff office supplies (\$4,000), web-based software services (\$3,000) and clerk and meeting costs (\$2,000). Administrative costs represent 2.8 percent of total funds (\$6,634,160) contemplated to be spent in this budget, excluding the 1.5 percent County Administrative Charge (\$38,096).

Operating expenditures total \$6,408,064 including:

- \$3,392,064 for land appraisals, acquisitions, and development
- \$1,180,500 for large construction, residential, relocation, and small business grant programs
- \$1,000,000 for landscaping/streetscaping/corridor infrastructure improvements/18<sup>th</sup> Avenue business grants
- \$250,000 for community policing/solid waste/code enforcement
- \$150,000 for contractual services, FON/expansion, grants administrator and/or program assistant
- \$125,000 for contractual services, economic development/marketing analyst
- \$123,500 for contractual services - marketing/PR consulting services
- \$100,000 for contractual services - job training program
- \$50,000 for marketing and promotion
- \$30,000 for legal services
- \$4,000 for membership and state fees
- \$3,000 for meeting room expenses

All expenditures are detailed in Exhibit 1 to the attached resolution.

Attachments



Carladenise Edwards  
Chief Administrative Officer

**RESOLUTION NO. CRA-01-2023**

RESOLUTION APPROVING THE FISCAL YEAR 2022-2023 BUDGET FOR THE N.W. 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY AND THE N.W. 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AREA IN THE TOTAL AMOUNT OF \$6,634,160.00; AND DIRECTING THE EXECUTIVE DIRECTOR OR THE EXECUTIVE DIRECTOR'S DESIGNEE TO SUBMIT THE BUDGET TO MIAMI-DADE COUNTY FOR APPROVAL BY THE MIAMI-DADE BOARD OF COUNTY COMMISSIONERS

**WHEREAS**, the Board of Commissioners ("Board") of the N.W. 79<sup>th</sup> Street Corridor Community Redevelopment Agency ("Agency") desires to approve the annual budget for Fiscal Year 2022-23 budget for the Agency and the N.W. 79<sup>th</sup> Street Corridor Community Redevelopment Area ("area"); and

**WHEREAS**, this Board desires to accomplish the purpose outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE N.W. 79TH STREET COMMUNITY REDEVELOPMENT AGENCY**, that:

**Section 1.** The matters contained in the foregoing recitals are incorporated in this Resolution by reference.

**Section 2.** This Board approves the Agency's and the area's Fiscal Year 2022-2023 budget in the total amount of \$6,634,160.00, which is attached hereto as Exhibit 1 and incorporated herein by reference. This Board further directs the Executive Director or the Executive Director's designee to submit the budget to Miami-Dade County for approval by the Miami-Dade Board of County Commissioners.

The foregoing resolution was offered by Gilbert Saint Jean, Jr., who moved its adoption. The motion was seconded by Tanisha "Wakumi" Douglas and upon being put to a vote, the vote was as follows:


Aaron McKinney, Chairman	<u>Yes</u>
Dr. Gilbert St. Jean	<u>Yes</u>
Tanisha Douglas	<u>Yes</u>
Nadege Vilsaint	<u>Yes</u>
Parmalyn Jacob	<u>Absent</u>

The Chairperson thereupon declared the resolution duly passed and adopted this 22 day of May, 2023.

**N.W. 79<sup>th</sup> STREET COMMUNITY REDEVELOPMENT AGENCY AND ITS BOARD OF COMMISSIONERS**

By:   
N.W. 79<sup>th</sup> Street CRA Secretary

Approved by CRA Attorney as to form and legal sufficiency.




Terrence A. Smith



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** October 3, 2023

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 8(G)(1)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 8(G)(1)  
10-3-23

RESOLUTION NO. \_\_\_\_\_ R-846-23

RESOLUTION APPROVING THE FISCAL YEAR 2022-2023 BUDGET FOR THE N.W. 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AGENCY AND THE N.W. 79TH STREET CORRIDOR COMMUNITY REDEVELOPMENT AREA IN THE AMOUNT OF \$6,634,160.00

**WHEREAS**, this Board desires to approve the Fiscal Year 2022-23 budget for the N.W. 79th Street Corridor Community Redevelopment Agency and the N.W. 79th Street Corridor Community Redevelopment Area; and

**WHEREAS**, this Board desires to accomplish the purpose outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that:

**Section 1.** The matters contained in the foregoing recitals are incorporated in this resolution by reference.

**Section 2.** This Board approves the N.W. 79th Street Corridor Community Redevelopment Agency's and the N.W. 79th Street Corridor Community Redevelopment Area's Fiscal Year 2022-2023 budget in the total amount of \$6,634,160.00, a copy of which is attached hereto as Exhibit 1 and incorporated herein by reference.

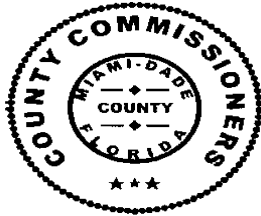
The foregoing resolution was offered by Commissioner **Anthony Rodriguez**, who moved its adoption. The motion was seconded by Commissioner **Danielle Cohen Higgins** and upon being put to a vote, the vote was as follows:

Oliver G. Gilbert, III, Chairman	<b>aye</b>		
Anthony Rodríguez, Vice Chairman	<b>aye</b>		
Marleine Bastien	<b>aye</b>	Juan Carlos Bermudez	<b>aye</b>
Kevin Marino Cabrera	<b>aye</b>	Sen. René García	<b>absent</b>
Roberto J. Gonzalez	<b>aye</b>	Keon Hardemon	<b>aye</b>
Danielle Cohen Higgins	<b>aye</b>	Eileen Higgins	<b>aye</b>
Kionne L. McGhee	<b>aye</b>	Raquel A. Regalado	<b>aye</b>
Micky Steinberg	<b>aye</b>		

The Chairperson thereupon declared this resolution duly passed and adopted this 3<sup>rd</sup> day of October, 2023. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA  
 BY ITS BOARD OF  
 COUNTY COMMISSIONERS

JUAN FERNANDEZ-BARQUIN, CLERK



By: Basia Pruna  
 Deputy Clerk

Approved by County Attorney as  
 to form and legal sufficiency.

A handwritten signature in black ink, appearing to read "TAS", is written over a horizontal line.

Terrence A. Smith



# NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency



**FY 2022-2023**  
**BUDGET NARRATIVE**

<https://www8.miamidade.gov/global/government/boards/northwest-79th-street-cra.page>



## NW 79<sup>th</sup> Street Corridor Community Redevelopment Agency FY 2022-23 Proposed Budget

### Introduction and Overview

Chapter 163, Part 3 of Florida State Statutes, known as the “Community Redevelopment Act of 1969” authorized local governments to establish Community Redevelopment Agencies to revitalize areas designated as slum and blight.

The NW 79th Street Corridor Community Redevelopment Agency (CRA) was created by the Miami-Dade County Board of County Commissioners (BCC) in 2009. On May 5, 2009, the Miami-Dade County (County) Board of County Commissioners (BCC) adopted Resolution R-566-09, which declared the 79th Street area as slum or blighted and further declared the rebuilding, rehabilitation, conservation and redevelopment of the Area as necessary to eradicate slum and blight. On July 19, 2011, the BCC adopted the CRA’s Redevelopment Plan (Plan) through Resolution R-604-11 and established a CRA Board and Trust Fund for the CRA through Ordinance No. 11-55.

The CRA held its first meeting on September 12, 2011 and on October 3, 2011, adopted the Interlocal Agreement between the County and the CRA which granted the CRA certain redevelopment powers. The Interlocal Agreement was approved by the County’s Internal Management and Fiscal Responsibility Committee at the December 13, 2011 meeting and the BCC on January 24, 2012.

At the September 20, 2011 BCC meeting, Commissioner Jean Monestime allocated \$20,000 from his office funds to the CRA for their use. This allocation had been the CRA’s sole source of revenue. In order to further implementation of its redevelopment plan, the CRA urged the BCC to convey certain county-owned parcels to the CRA. In February of 2014, the BCC, via Resolution No. R-241-14 conveyed a parcel of land to the CRA to be used as an incentive to attract developers interested in creating new jobs in part through the construction of facilities for new retail, office and industrial use within the redevelopment area.

Since its creation, the NW 79<sup>th</sup> Street CRA has laid the foundation needed for a successful redevelopment strategy. During FY 2014-15, the CRA issued a Request for Proposals (RFP) for development on this parcel of land. Eco Building Solutions, the sole responder to the RFP, offered to construct a mixed use, residential land office/commercial building. Unfortunately, the negotiations with Eco Building Solutions did not materialize and the CRA re-conveyed the parcel back to the County. In FY 2-17-2018, the CRA for the first time, realized positive growth of the TIF and engaged the services of an economic development coordinator and training partner. In 2019, the CRA approved the framework for a future grants program for the small businesses in the Area and talks about a possible corridor streetscape initiative began.

In January 2020, the World Health Organization identified and declared a severe acute respiratory virus, 2019 Novel Coronavirus Disease (Covid-19), to be a public health emergency crisis of international concern. While the federal government created the Coronavirus Relief Fund—established under the CARES Act 2020—to provide direct funding to states and local governments and the State and Miami-Dade County also offered some relief. In response, the CRA developed a \$400,000 emergency grant program to directly address the small business needs for equipment purchases, mortgage and rental assistance and payroll support and provided a little under \$100,000 to local businesses.

For the current fiscal year 2022-2023 the CRA will: continue moving forward with growing the TIF by expanding the Area to include up to four additional subareas; engage a firm to update the Redevelopment Plan to include the expanded areas; initiate several grant programs to assist Area businesses and residents with equipment, construction and residential rehab grants; offer relocation grants to businesses desirous of relocating into the CRA; engage the services of a marketing/public relations firm to assist the CRA with creating and implementing a successful marketing strategy based on comprehensive local and national market data and research to achieve the CRAs business goals; initialize movement for the Poinciana Industrial development project and assess the feasibility of initiating a BID for the Area.



## **CRA Commissioners**

The NW 79th Street CRA Commissioners are: Aaron McKinney, Chair; Dr. Gilbert St. Jean, Vice-Chair; Tanisha Douglas; Parmalyn Jacob; and Nadege Vilsaint.

## **Revenues**

The Agency's FY 2022-23 budget totals \$6,634,160. The primary revenue source consists of tax increment financing (TIF), which is generated through the incremental growth of ad valorem revenues beyond an established base year within the CRA Area. For FY 2022-23, revenues include Countywide (\$1,797,191) and Unincorporated Municipal Service Area (\$742,573) TIF payments totaling \$2,539,764. Additional revenues of \$19,168 are projected from interest earnings and \$4,075,227 has been carried over from prior fiscal years.

## **Expenditures**

Proposed administrative expenditures in FY 2022-23 total \$188,000 and include: direct support from County staff (\$125,000) which covers expenses incurred by the County's Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including overseeing the CRA's Trust Fund, preparing the annual budget, coordination with the Florida Redevelopment Association for the annual dues payment, scheduling, coordination CRA meetings, retreats, special meetings, preparing meeting agendas, processing invoices and coordinating with County Departments to implement the CRA's initiatives, audits and studies (\$30,000), travel and educational seminars (\$14,000), advertising, mail services and notices (\$5,000), printing/publishing (\$5,000), staff office supplies (\$4,000), web-based software services (\$3,000) and clerk and meeting costs (\$2,000). Administrative costs represent 2.8 percent of total funds contemplated to be spent in this budget, excluding the 1.5 percent County Administrative Charge (\$38,096).

Proposed operating expenditures total \$6,634,160 and include the following programming and expenses:

- Development Opportunities - Land Appraisal/Acquisition/Development - \$3,392,064  
The Board has budgeted funds for the acquisition of property, appraisal, development and/or participation in development activities that may arise within the Redevelopment Area.
- Large Construction, Relocation, Residential and Small Business Grant Programs - \$1,180,500  
In January 2020, the CRA approved a framework for the Area Improvement & Redevelopment Grant Program offering micro, small, and commercial (construction) grants. However, Covid-19 disrupted the initialization of the program and instead the CRA pivoted and approved an emergency grant program to assist small businesses experiencing disruptions due to the pandemic. For the upcoming fiscal year, the CRA can solicit for a grants administrator or utilize an electronic-based program. In addition, the CRA can develop grant programs for residential and relocation needs. Large Construction/Relocation (\$605,500 or 12 at \$0,000 each); Residential (\$325,000 or nine at \$35,000); Small (\$250,000 or 16 at \$15,000)
- Corridor Infrastructure Improvements/Landscape & Streetscape/18<sup>th</sup> Avenue Business Grants - \$1,000,000  
A corridor improvement initiative has been contemplated for several years. The CRA may provide landscape, greenspace, upgrades to streets, sidewalks, lighting, side streets, sewer and utility lines, and streetscape improvements throughout the CRA area within the right-of-way areas approved by the County/FDOT. Additionally, the CRA may engage the services of a firm to provide a landscape Master Plan for the Area which will facilitate improvements. In addition, business grants may be provided within the 18<sup>th</sup> Avenue corridor, for the above enhancements, to revitalize existing businesses or implement a container incubator.
- Community Policing/Solid Waste/Code Enforcement - \$250,000  
The CRA may enter into a Memoranda of Understanding with the Miami-Dade Police Department - Northside Station, Miami-Dade County Homeless Trust (or other similar agencies) and/or the Department of Solid Waste to provide additional overlay services to complement the base level services. Some of the areas of concern to the local residents and businesses are: illegal dumping, homelessness, prostitution and other illegal/licit activities, and trash pile up. Line item may also be utilized to purchase license plate readers, security camera systems, daily roving patrols, periodic trash removals and/or regular proactive enforcement sweeps.
- Contractual Services, FON/Expansion, Grants Administrator and/or Program Assistant - \$150,000  
The CRA may engage the services of a Program Assistant (to administer all programs); Grants Coordinator (to oversee the CRA's grants program); and/or Finding of Necessity firm (for new FON, update of Redevelopment Plan,

Area expansion studies). May also be used for development of a Master Plan for Poinciana Industrial; support feasibility for a Business Improvement District (BID); and/or conduct charrettes.

- Contractual Services, Economic Development/Marketing Analyst - \$125,000  
To cover the administrative & programmatic support costs associated with an economic development/market analyst for the CRA and other approved expenses (sub-contractor, studies, retreat, etc.). The selected firm will provide needed support for the Agency's economic and redevelopment mission as dictated by the Redevelopment Plan and other adopted action plans.
- Contractual Services, Marketing/PR Consultant - \$123,500  
The CRA will engage the services of a Marketing firm (to develop a comprehensive marketing/branding initiative to promote the CRA to the surrounding community, business, residents, visitors and those located outside the CRA desirous of relocation.
- Contractual Services, Job Training Program - \$100,000  
To cover the administrative & programmatic costs associated with building capacity in any other programmatic areas of interest identified by the CRA or creation of a job training program.
- Marketing and Promotion - \$50,000  
Promote special community events in which the CRA is the lead organization or partner; marketing Area to potential developers, partners, visitors and promoting local businesses, i.e., visitor guides, corridor banners, initiate community marketing program, collateral marketing materials or activities in support of the CRA marketing firm's scope of work. Press releases, social media platforms to promote the Area or CRA-sponsored/supported events to community or partners; production of media (audio/video) documenting history of the Area. Also can be utilized for publication of reports, documents, etc.
- Legal Services - \$30,000  
Legal services to the CRA are provided by the Miami-Dade County Attorney's Office.
- Memberships and State Fees - \$4,000  
All CRAs are required by the State of Florida to pay a Special District fee of \$175. Additionally, there is \$1,230 budgeted for membership in the Florida Redevelopment Association (FRA) for the current fiscal year.
- Meeting Room Expenses - \$3,000  
The CRA currently meets in the Arcola Lakes library. These costs are associated with expenses which may be charged to hold the CRA meetings in any alternate public locations.



**N.W. 79th Street Corridor  
Community Redevelopment Agency**

FY 2022-2023  
Beginning October 1, 2022

	FY 21-22 Adopted Budget	FY 21-22 Actual Budget	FY 22-23 Proposed Budget
<b>REVENUES</b>			
UMSA Tax Increment Revenue (TIR)	482,203	482,203	742,574
County-wide Tax Increment Revenue (TIR)	1,167,037	1,167,037	1,797,191
Carryover from Prior Year	2,770,075	2,723,427	4,075,227
Interest Earnings	4,000	19,168	19,168
<b>Revenue Total</b>	<b>4,423,315</b>	<b>4,391,835</b>	<b>6,634,160</b>
<b>EXPENDITURES</b>			
<b>Administrative Expenditures:</b>			
Employee Salary & Fringes	0	0	0
Contractual Services , Web-based Grants program	0	0	3,000
Audits & Studies	30,000	35,490	30,000
CRA Support - Staff Office Supplies	2,000	0	4,000
Printing & Publishing			5,000
Clerk/Meeting Costs	1,000	750	2,000
Advertising, Mail Services & Notices	2,000	0	5,000
Travel (includes educational conferences & seminars)	14,000	0	14,000
Other Administrative Expenses (Direct County support)	70,000	70,000	125,000
<b>(A) Subtotal Administrative Expenses</b>	<b>119,000</b>	<b>106,240</b>	<b>188,000</b>
County Administrative Fee/Charge at 1.5%	24,739	24,739	38,096
<b>(B) Subtotal Administrative Expenses &amp; County Charge</b>	<b>143,739</b>	<b>130,979</b>	<b>226,096</b>
<b>Operating Expenditures:</b>			
Legal Services	15,000	15,000	30,000
Printing, Publishing & Social Media	25,000	0	0
Creation Expenses/Redevelopment Plan	110,657	110,657	0
Marketing & Promotion	50,000	0	50,000
Contractual Services, Econ DevMarket Analyst	90,000	80,833	125,000
Contractual Services, Marketing/PR Consultant	150,000	0	123,500
Contractual Services, FON/Exp, Grants Admin, PA	150,000	19,465	150,000
Contractual Services, Job Training Program	50,000	0	100,000
Meeting Room Expenses	1,000	0	3,000
Memberships and State Fees	2,000	1,420	4,000
Small Business Grant Program	0	0	250,000
Residential Rehab Grant Program	0	0	325,000
Lrg Business Construction/Business Relocation Grant Prg	200,000	0	605,500
Corr Impvmnt/Infra/Street/Landsc/18th Avenue Grants	190,000	0	1,000,000
Community Policing/Solid Waste/Code Enforcement	0	0	250,000
Land Appraisal/Acquisition/Development	3,170,919	0	3,392,064
<b>(C) Subtotal Operating Expenses</b>	<b>4,279,576</b>	<b>212,375</b>	<b>6,408,064</b>
<b>(D) Reserve</b>	0		
<b>Expenditure Total (B+C+D)</b>	<b>4,423,315</b>	<b>343,354</b>	<b>6,634,160</b>
<b>Cash Position (Rev-Exp)</b>	0	4,048,481	(0)