

## Real Estate Division Summary

### FY 08/09 DIVISION BUDGET SUMMARY

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
<b>NET OPERATING EXPENSES BY DEPT:</b>					
Real Estate	7,935,013	8,240,900	9,299,600	1,058,700	12.8%
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 7,935,013</b>	<b>\$ 8,240,900</b>	<b>\$ 9,299,600</b>	<b>\$ 1,058,700</b>	<b>12.8%</b>
<b>EQUIPMENT OUTLAY</b>	<b>\$ 540</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>-</b>
<b>TOTAL DIVISION</b>	<b>\$ 7,935,553</b>	<b>\$ 8,240,900</b>	<b>\$ 9,309,600</b>	<b>\$ 1,068,700</b>	<b>13.0%</b>
<b>STAFFING BUDGET</b>	<b>43</b>	<b>42</b>	<b>43</b>	<b>1</b>	<b>2.4%</b>

# REAL ESTATE

## Role

The Real Estate Department provides development and asset management services for the Port's Tideland Trust properties. Real Estate's responsibilities include project management, property acquisitions, appraisal preparation, feasibility studies, Requests for Proposals, lease negotiations and rent reviews, conducting ongoing market analysis, marketing available properties, plan reviews of proposed tenant development projects, and administering and enforcing tenancy documents and other types of agreements. Real Estate's Mapping section produces lease plats and legal descriptions for all Port tidelands parcels and maintains detailed records of tenant project improvements.

Real Estate currently has forty-three permanent budgeted positions.

## Mission Statement

To develop and manage the Tideland Trust properties to their highest and best use for the maximum public benefit.

## Vision Statement

Creating America's finest waterfront.

## Current Services

The following list of service accounts for most of the daily operational work carried out by Real Estate staff. To achieve the Department's Mission and Vision statements, staff is committed to providing the following services:

- Lease Administration
- Lease Negotiations

- Tenant Relations
- Special Event Coordination
- Review Tenant Redevelopment Proposals
- Request for Quotation (RFQ) and Request for Proposal (RFP) - New Development
- Monitor New Development Projects
- Appraisal
- Consultant Management
- Rent Negotiation/Arbitration
- Review of Outside Appraisals
- Market Research/Financial Analysis
- Real Estate Consultation
- Lease Plats
- Tenant Plan/Project Review
- Leasehold Inspection
- Concept Plans (Port Projects)
- American Disabilities Act (ADA) - Code Compliance
- Stormwater Code Compliance
- Policy Management
- Project Teams
- Public Parking Lot Management

## Objectives

- Maintain the Port's financial stability
- Attract San Diegans and visitors through opportunities for public recreation, enjoyment of and access to the Tidelands
- Create and sustain positive relationships with stakeholders and the community at large
- Facilitate new development and redevelopment
- Effectively administer leases and Tideland Use and Occupancy Permits (TUOP)
- Support other Port Departments in running their businesses
- Recruit and retain a highly skilled, diverse workforce
- Encourage an organizational culture of learning and growth
- Continuously evaluate and improve business systems and processes

# Real Estate

## SUMMARY OF DEPARTMENTAL EXPENSE

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
Personnel Expense	\$ 4,507,325	\$ 4,427,200	\$ 4,417,900	\$ (9,300)	-0.2%
Non-Personnel Expense	3,427,688	3,813,700	4,881,700	1,068,000	28.0%
<b>Total Direct Expense</b>	<b>\$ 7,935,013</b>	<b>\$ 8,240,900</b>	<b>\$ 9,299,600</b>	<b>\$ 1,058,700</b>	<b>12.8%</b>
Less: Capitalized Expense	(38)	-	-	-	-
Equipment Outlay	540	-	10,000	10,000	-
<b>TOTAL DEPARTMENTAL EXPENSE</b>	<b>\$ 7,935,516</b>	<b>\$ 8,240,900</b>	<b>\$ 9,309,600</b>	<b>\$ 1,068,700</b>	<b>13.0%</b>

## PERSONNEL EXPENSE

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
Salaries and Wages	\$ 2,984,612	\$ 3,034,400	\$ 2,999,700	\$ (34,700)	-1.1%
Overtime	7,800	12,000	12,000	-	0.0%
Burden	1,490,790	1,320,800	1,346,200	25,400	1.9%
Temporary Personnel	24,122	60,000	60,000	-	0.0%
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$ 4,507,325</b>	<b>\$ 4,427,200</b>	<b>\$ 4,417,900</b>	<b>\$ (9,300)</b>	<b>-0.2%</b>

# Real Estate

## POSITION SUMMARY

**Replace:** 1 Assistant Asset Manager with 1 Management Analyst

**Convert:** 1 Limited Assistant Asset Manager to 1 Assistant Asset Manager

POSITION TITLE	AMENDED BUDGET FY 07/08	BUDGET FY 08/09
Administrative Assistant II (Classified)	5	5
Architect	5	5
Area Real Estate Manager	2	2
Asset Manager	6	6
Assistant Asset Manager	3	3
Assistant Director, Real Estate	1	1
Assistant Director, Valuation Services	1	1
Assistant Manager, Arc'l & Mapping Svcs	1	1
Assistant to Vice President	1	1
Director, Real Estate	1	1
Executive Assistant I (Classified)	1	1
Executive Assistant II (Classified)	1	1
Management Analyst	0	1
Manager, Architectural & Mapping Svcs	1	1
Mapping Technician II	2	2
Office Assistant (Classified)	1	1
Senior Asset Manager	6	6
Senior Director, Real Estate	1	1
Staff Assistant II	1	1
Supervising Mapping Technician	1	1
Vice President, Operations/COO	1	1
<b>TOTAL</b>	<b>42</b>	<b>43</b>

# Real Estate

## NON-PERSONNEL EXPENSE DETAILS

	ACTUAL RESULTS FY 06/07	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE FY 08/09-07/08 BUDGET	% INCREASE
Books & Periodicals	1,585	2,000	2,000	-	0.0%
Employee Recognition	3,084	4,000	2,700	(1,300)	-32.5%
Memberships & Dues	8,729	11,500	11,700	200	1.7%
Seminars & Training	27,382	41,500	58,400	16,900	40.7%
<b>STAFF DEVELOPMENT</b>	<b>\$ 40,781</b>	<b>\$ 59,000</b>	<b>\$ 74,800</b>	<b>\$ 15,800</b>	<b>26.8%</b>
Mileage Reimbursement	19,429	20,800	21,200	400	1.9%
Travel	11,159	52,000	53,100	1,100	2.1%
<b>TRAVEL</b>	<b>\$ 30,587</b>	<b>\$ 72,800</b>	<b>\$ 74,300</b>	<b>\$ 1,500</b>	<b>2.1%</b>
Services - Professional & Other	846,241	1,302,000	1,682,500	380,500	29.2%
Services - Legal	-	-	400,000	400,000	-
<b>CONTRACTUAL SERVICES</b>	<b>\$ 846,241</b>	<b>\$ 1,302,000</b>	<b>\$ 2,082,500</b>	<b>\$ 780,500</b>	<b>59.9%</b>
Equipment & Systems	55,329	62,100	63,300	1,200	1.9%
Equipment Rental/Leasing	570	9,200	9,300	100	1.1%
Office & Operating Supplies	20,604	29,200	29,800	600	2.1%
Postage & Shipping	2,457	7,200	7,300	100	1.4%
<b>SUPPLIES &amp; EQUIPMENT</b>	<b>\$ 78,959</b>	<b>\$ 107,700</b>	<b>\$ 109,700</b>	<b>\$ 2,000</b>	<b>1.9%</b>
Space Rental	56,795	21,400	30,300	8,900	41.6%
Telephone & Communications	20,456	21,500	24,800	3,300	15.3%
Utilities-Gas & Electric	1,236	-	1,000	1,000	-
Utilities-Water	5,960	-	4,000	4,000	-
Tenant Improvements/Removals	30,000	-	10,000	10,000	-
Facility Management Services	2,130,837	2,169,100	2,417,000	247,900	11.4%
<b>FACILITIES EXPENSE</b>	<b>\$ 2,245,284</b>	<b>\$ 2,212,000</b>	<b>\$ 2,487,100</b>	<b>\$ 275,100</b>	<b>12.4%</b>
Facilities Maintenance-Outside Services	-	7,900	-	(7,900)	-100.0%
Equipment Maintenance-Outside Services	8,145	10,300	10,500	200	1.9%
Software Maintenance	6,174	1,000	1,000	-	0.0%
<b>MAINTENANCE &amp; REPAIRS</b>	<b>\$ 14,319</b>	<b>\$ 19,200</b>	<b>\$ 11,500</b>	<b>\$ (7,700)</b>	<b>-40.1%</b>
Advertising	50	1,000	1,000	-	0.0%
Promotional Services	10,488	17,800	18,200	400	2.2%
Promotional Materials	-	20,300	20,700	400	2.0%
<b>COMMUNITY &amp; ENVIRONMENTAL</b>	<b>\$ 10,538</b>	<b>\$ 39,100</b>	<b>\$ 39,900</b>	<b>\$ 800</b>	<b>2.0%</b>
Bad Debt Expense	73,239	-	-	-	-
Insurance	86,940	-	-	-	-
Permits/Certificates/License	800	1,900	1,900	-	0.0%
<b>RISK MANAGEMENT</b>	<b>\$ 160,979</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL NON PERSONNEL EXPENSE</b>	<b>\$ 3,427,688</b>	<b>\$ 3,813,700</b>	<b>\$ 4,881,700</b>	<b>\$ 1,068,000</b>	<b>28.0%</b>

**Notes:**

**Professional Services - Other** will increase by \$380,500 mainly due the costs associated with the Coastal Conservancy Grant.

**Legal** will increase by \$400,000 due to arbitration involving two separate hotel projects and bond council fees related to the Chula Vista Bay Front Master Plan.

**Facility Management Services** will increase by \$247,900 due to increased parking lot revenues from six parking operations that have been adjusted to be consistent with actual results and better historical information.

# Real Estate

## EQUIPMENT OUTLAY

DESCRIPTION	REASON	QTY	UNIT COST	TOTAL COST
COPY MACHINE	R	1	\$ 10,000	\$ 10,000
<b>TOTAL</b>		<b>1</b>		<b>\$ 10,000</b>

**Real Estate  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED	
					dollars	pct
600110 Overtime MISCELLANEOUS		\$ 12,000		\$ 12,000		
<b>Total:</b>	\$ 7,800	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0%
600120 Temporary Personnel MISCELLANEOUS		\$ 60,000		\$ 60,000		
<b>Total:</b>	\$ 24,122	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0%
<b>SUBTOTAL: OVERTIME &amp; TEMPS</b>	\$ 31,922	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0%
610110 Books & Periodicals A&M BOOKS & PERIODICALS REAL ESTATE		\$ 500 - 1,500		\$ - 2,000 -		
<b>Total:</b>	\$ 1,585	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0%
610115 Employee Recognition EMPLOYEE RECOGNITION		\$ 4,000		\$ 2,700		
<b>Total:</b>	\$ 3,084	\$ 4,000	\$ 4,000	\$ 2,700	\$ (1,300)	-33%
610120 Memberships & Dues A&M TRADES AAPA RE TRADES		\$ 1,400 2,000 8,100		\$ 1,400 2,000 8,300		
<b>Total:</b>	\$ 8,729	\$ 11,500	\$ 11,500	\$ 11,700	\$ 200	2%
610140 Seminars & Training A&M AUTOCAD AAPA AMA CONFERENCE CENTER FOR CREATIVE LEADERSHIP IAAP MEETINGS RE CALIF. MARITIME INFRASTRUCT RE CHANGE MGMT. CONF. RE COMPUTER TRAINING RE COURSES RE OPS. DIV. ANNUAL RETREAT FA RE SAP		\$ 3,000 1,200 2,000 - 800 2,700 2,100 4,100 20,000 3,600 2,000		\$ 3,500 1,500 - 20,000 800 - - 4,100 22,000 4,500 2,000		
<b>Total:</b>	\$ 27,382	\$ 41,500	\$ 41,500	\$ 58,400	\$ 16,900	41%
615100 Mileage Reimbursement A&M MILEAGE/PARKING RE CAR ALLOWANCE RE MILEAGE/PARKING		\$ 500 18,500 1,800		\$ 500 18,900 1,800		
<b>Total:</b>	\$ 19,429	\$ 20,800	\$ 20,800	\$ 21,200	\$ 400	2%
615110 Travel CA MARITIME INFRASTRUCTURE BAN CONFERENCES COURSES AND SEMINARS, EXCL. RE RE MISCELLANEOUS		\$ 2,000 3,100 21,400 25,500		\$ - 3,200 21,800 28,100		
<b>Total:</b>	\$ 11,159	\$ 52,000	\$ 52,000	\$ 53,100	\$ 1,100	2%

**Real Estate  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL	AMENDED	BUDGET	INCREASE OVER	
		BUDGET FY 07/08	BUDGET FY 07/08	BUDGET FY 08/09	AMENDED	
					dollars	pct
620100 Services - Professional & Other						
A&M AERIAL PHOTO SVCS.		1,700		1,700		
A&M ARTWORK		500		500		
A&M AUTOCAT CONSULTANT		4,200		4,300		
A&M DOCUMENT MANAGEMENT		2,000		2,000		
A&M EXHIBIT PRODUCTION		1,000		1,000		
A&M GRAPHIC ARTS/COPY		1,000		1,000		
A&M PARKING/TRAFFIC CONSULTANT		15,600		15,900		
A&M PROPERTY MAP BOOKS		1,500		1,500		
A&M RECORD OF SURVEY		500		500		
A&M TEMPORARY SIGNAGE		2,000		2,000		
BPC 355 REST., DOCK & DINE, SU		-		45,000		
ENTERPRISE ZONE ADMINISTRATION		50,000		50,000		
GRAPE ST. PARKING STRUCT. FEAS		-		90,000		
HARBOR SEAFOOD MART/RUOCCO PAR		-		45,000		
LANE FIELD/1220 PAC. HWY FEAS.		-		135,000		
NAVY PIER MKT./FEAS. STUDIES		-		45,000		
NORTH GRAND CARIBE ISLE STUDIE		-		22,500		
RE APPRAISALS		104,000		180,000		
RE BFG/TDY SECURITY		129,000		-		
RE COMPS DATA		4,000		4,100		
RE CONVENTION CTR. MAINT.		45,000		45,900		
RE CVMP IMPLEMENTATION STUDIES		173,400		180,000		
RE DEPT. SPACE PLANNER		-		18,000		
RE DUN & BRADSTREET		2,800		2,900		
RE FINANCIAL ANALYSIS, CVJPA		76,500		45,000		
RE FIRST AMERICAN DATA		1,900		1,900		
RE H.I. EAST REDEVELOPMENT		75,000		-		
RE HARBOR IS. FRAMEWORK INITIA		102,000		-		
RE KORPACZ DATA		300		300		
RE LANE FIELD & 1220 P.H. TRAF		50,000		-		
RE LANE FIELD FINANCIAL CONSUL		100,000		-		
RE MARSHALL VALUATION		400		400		
RE MISC. ON-LINE		2,000		2,000		
RE OPH STUDIES		51,000		-		
RE PACIFIC HWY STUDIES		304,000		-		
RE PLANTS & SERVICE		2,000		2,000		
RE PROJECT CONSULTANTS		50,000		50,000		
RE PUBLIC OUTREACH FACILITATOR		12,500		12,800		
RE RENTAL ARBITRATIONS		204,000		200,000		
RE SIGNAGE & DECALS		5,200		5,300		
RE TITLE REPORTS		25,000		50,000		
SHELTER IS./ACH STUDIES		102,000		419,000		
<b>Total:</b>	\$ 846,241	\$ 1,702,000	\$ 1,302,000	\$ 1,682,500	\$ 380,500	29%
620110 Services - Legal						
ARBITRATION & LEGAL FEES		\$ -		\$ 300,000		
BOND ATTORNEY FEES		-		100,000		
<b>Total:</b>	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	N/A

**Real Estate**  
**EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED		
					dollars	pct	
630110 Equipment & Systems							
A&M 3D SOFTWARE		\$ 1,000		\$ 1,000			
A&M ARCH. GRAPHICS SOFTWARE		1,000		1,000			
A&M ARCHITECTURAL SOFTWARE		800		800			
A&M AUTOCAD 2006 UPDATE SOFTWA		5,000		5,100			
A&M AUTOCAD LT VERSOIN 2006		1,200		1,200			
A&M COMPUTER MEMORY		500		500			
A&M DIGITAL CAMERA		300		300			
A&M VIDEO CARD UPGRADES (MAPPI		300		300			
RE GOOGLE EARTH		400		400			
RE LAPTOP		2,600		2,700			
RE MEMORY UPGRADES (25)		3,100		3,200			
RE MISC. EQUIP. & FURN.		22,400		22,800			
RE REPLACEMENT COMPUTER SYST.		15,300		15,600			
RE REPLACEMENT FAX MACHINE		2,700		2,800			
RE REPLACEMENT PRINTERS		300		300			
RE SOFTWARE		5,200		5,300			
<b>Total:</b>	\$ 55,329	\$ 62,100	\$ 62,100	\$ 63,300	\$ 1,200	2%	
630120 Equipment Rental/Leasing							
EQUIPMENT RENTAL FOR PUBLIC ME		\$ 5,200		\$ 5,300			
MISCELLANEOUS		500		500			
OFFICE EQUIP. RENTALS		1,000		1,000			
PUBLIC OUTREACH (TOUR BUSES)		2,000		2,000			
WATER COOLERS & COFFEE MAKER		500		500			
<b>Total:</b>	\$ 570	\$ 9,200	\$ 9,200	\$ 9,300	\$ 100	1%	
630130 Office & Operating Supplies							
MISCELLANEOUS		\$ 29,200		\$ 29,800			
<b>Total:</b>	\$ 20,604	\$ 29,200	\$ 29,200	\$ 29,800	\$ 600	2%	
630140 Postage & Shipping							
MISCELLANEOUS		\$ 7,200		\$ 7,300			
<b>Total:</b>	\$ 2,457	\$ 7,200	\$ 7,200	\$ 7,300	\$ 100	1%	
640100 Space Rental							
I.B. PARKING LOT AMORTIZATION		\$ -		\$ 7,700			
MILLS ST. & CATALINA BLVD. TRA		16,400		17,500			
PUBLIC MEETING ROOM RENTALS		5,000		5,100			
<b>Total:</b>	\$ 56,795	\$ 21,400	\$ 21,400	\$ 30,300	\$ 8,900	42%	
640110 Telephone & Communications							
CELL PHONE SERVICE		\$ 10,000		\$ 10,200			
CELL PHONES		1,500		1,500			
REGULAR SERVICE		8,500		11,600			
TELEPHONES		1,500		1,500			
<b>Total:</b>	\$ 20,456	\$ 21,500	\$ 21,500	\$ 24,800	\$ 3,300	15%	
640120 Utilities-Gas & Electric							
AFS & BFG SOUTH CAMPUS ELECT.		\$ -		\$ 1,000			
<b>Total:</b>	\$ 1,236	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A	
640130 Utilities-Water							
AFS & BFG SOUTH CAMPUS WATER		\$ -		\$ 4,000			
<b>Total:</b>	\$ 5,960	\$ -	\$ -	\$ 4,000	\$ 4,000	N/A	

**Real Estate  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED	
					dollars	pct
640140 Tenant Improvements/Removals I.B. TENANT IMPS.		\$ -		\$ 10,000		
<b>Total:</b>	\$ 30,000	\$ -	\$ -	\$ 10,000	\$ 10,000	N/A
640150 Facility Management Services						
C.C. HOTEL PARKING STRUCTURE		\$ 391,000		\$ 398,800		
CONVENTION CENTER PARKING		1,178,000		1,201,600		
LANE FIELD PARKING		213,000		342,700		
NAVY PIER LOT		138,300		141,100		
SPORT FISHING PARKING LOT		226,500		310,100		
WESTY'S PARKING		22,300		22,700		
<b>Total:</b>	\$ 2,130,837	\$ 2,169,100	\$ 2,169,100	\$ 2,417,000	\$ 247,900	11%
650110 Facilities Maintenance-Outside Services						
MISCELLANEOUS		\$ 7,900		\$ -		
<b>Total:</b>	\$ -	\$ 7,900	\$ 7,900	\$ -	\$ (7,900)	-100%
650130 Equipment Maintenance-Outside Services						
OFFICE EQUIP. MAINTENANCE		\$ -		\$ 10,500		
MISCELLANEOUS		10,300		-		
<b>Total:</b>	\$ 8,145	\$ 10,300	\$ 10,300	\$ 10,500	\$ 200	2%
650140 Software Maintenance						
A&M ARC VIEW UPDATE		\$ 1,000		\$ 1,000		
<b>Total:</b>	\$ 6,174	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0%
660100 Advertising						
PUBLIC NOTICES		\$ 1,000		\$ 1,000		
<b>Total:</b>	\$ 50	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0%
660110 Promotional Services						
DIVISION STAFF MEETINGS		\$ 500		\$ 500		
OPS. DIV. ROUNDTABLE & OTHER M		1,000		1,000		
RE GENERAL PROMOTIONAL		4,000		4,100		
RE SDPTA WORKSHOPS		3,400		3,500		
RE TENANT OUTREACH EVENTS		3,700		3,800		
RE TRADE ASSN. MEEETINGS		5,200		5,300		
<b>Total:</b>	\$ 10,488	\$ 17,800	\$ 17,800	\$ 18,200	\$ 400	2%
660120 Promotional Materials						
CHULA VISTA SIGNE		\$ 10,000		\$ 10,200		
MISCELLANEOUS		5,200		5,300		
PARK BLVD. STREET SIGNS		5,100		5,200		
<b>Total:</b>	\$ -	\$ 20,300	\$ 20,300	\$ 20,700	\$ 400	2%

**Real Estate  
EXPENSE BUDGET BREAKDOWN**

ACCOUNT NUMBER & NAME EXPENSE DETAILS	ACTUAL FY 06/07	ORIGINAL BUDGET FY 07/08	AMENDED BUDGET FY 07/08	BUDGET FY 08/09	INCREASE OVER AMENDED	
					dollars	pct
670100 Bad Debt Expense						
<b>Total:</b>	\$ 73,239	\$ -	\$ -	\$ -	\$ -	N/A
670110 Insurance						
<b>Total:</b>	\$ 86,940	\$ -	\$ -	\$ -	\$ -	N/A
670130 Permits/Certificates/License						
A&M ARCHITECTS		\$ 900		\$ -		
RE APPRAISERS		1,000		-		
MISCELLANEOUS		-		1,900		
<b>Total:</b>	\$ 800	\$ 1,900	\$ 1,900	\$ 1,900	\$ -	0%
<b>SUBTOTAL: NON-PERSONNEL EXPENSE</b>	\$ 3,427,688	\$ 4,213,700	\$ 3,813,700	\$ 4,881,700	\$ 1,068,000	28%
<b>GRAND TOTAL:</b>	\$ 3,459,610	\$ 4,285,700	\$ 3,885,700	\$ 4,953,700	\$ 1,068,000	27%

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