

#### **AGENDA**

Lake Park Town Commission
Town of Lake Park, Florida
Virtual Regular Commission Meeting
Wednesday, August 19, 2020,
Immediately Following the
Virtual Special Call Community
Redevelopment Agency
Board Meeting

Michael O'Rourke — Mayor

Kimberly Glas-Castro — Vice-Mayor

Erin T. Flaherty — Commissioner

John Linden — Commissioner

Roger Michaud — Commissioner

John O. D'Agostino — Town Manager Thomas J. Baird, Esq. — Town Attorney Vivian Mendez, MMC — Town Clerk

PURSUANT TO THE AUTHORITY CONTAINED GOVERNOR DESANTIS' EXECUTIVE ORDER NUMBER 20-69, THE TOWN OF LAKE PARK TOWN COMMISSION WILL BE UTILIZING COMMUNICATION MEDIA TECHNOLOGY AS PROVIDED IN SECTION 120.54(5)(b)2. FLORIDA STATUTE.

PLEASE TAKE NOTICE AND BE ADVISED, that if any interested person desires to appeal any decision of the Town Commission, with respect to any matter considered at this meeting, such interested person will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Persons with disabilities requiring accommodations in order to participate in the meeting should contact the Town Clerk's office by calling 881-3311 at least 48 hours in advance to request accommodations.

- A. <u>CALL TO ORDER/ROLL CALL</u>
- B. <u>PLEDGE OF ALLEGIANCE</u>
- C. SPECIAL PRESENTATION/REPORT:
  None
- D. PUBLIC COMMENT:

This time is provided for addressing items that <u>do not</u> appear on the Agenda. Please complete a comment card and provide it to the Town Clerk so speakers may be announced. Please remember comments are limited to a <u>TOTAL</u> of three minutes.

- E. <u>CONSENT AGENDA</u>: All matters listed under this item are considered routine and action will be taken by <u>one</u> motion. There will be no separate discussion of these items unless a Commissioner or person so requests, in which event the item will be removed from the general order of business and <u>considered in its normal sequence on the agenda</u>. Any person wishing to speak on an agenda item is asked to complete a public comment card located on either side of the Chambers and given to the Town Clerk. <u>Cards must be submitted before the item is discussed</u>.
  - 1. July 29, 2020 Special Call Commission Meeting Minutes.

Tab 1

2. August 5, 2020 Regular Commission Meeting Minutes.

Tab 2

3. Notification of Priority Stormwater Pipe Issue: Analysis of the 72 inch "Southern Outfall" Condition and Criticality, and Old Lake Shore Bridge.

Tab 3

- F. BOARD MEMBERSHIP APPOINTMENTS:
  - 4. Nomination of Brittany Paxton for Appointment to the Library Board

Tab 4

- 5. Nomination of Shelby Lowe for Appointment to the Planning & Zoning Board Tab 5
- 6. Nomination of Lauren Paxton for Appointment to the Planning & Zoning Board Tab 6
- G. <u>PUBLIC HEARING (S) ORDINANCE ON FIRST READING:</u>
  None
- H. PUBLIC HEARING(S) ORDINANCE ON SECOND READING:

7. Ordinance No. 08-2020 Amending Chapter 78 to add the Definition of Small Scaled Food and Beverage Production. Tab 7

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALED FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALED FOOD AND BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

#### I. NEW BUSINESS:

8. Authorizing the Inclusion in the Town's Fiscal Year 2020/2021 Budget Pay and Salary Increases for the Town's Non-union Employees.

Tab 8

9. Resolution No. 55-08-20 Updating the Master Fee Schedule.

Tab 9

10. Fiscal Year 2019/2020 Town-wide Budget Updates.

**Tab 10** 

11. Meeting Decorum.

**Tab 11** 

#### J. PUBLIC COMMENT:

This time is provided for addressing items that <u>do not</u> appear on the Agenda. Please complete a comment card and provide it to the Town Clerk so speakers may be announced. Please remember comments are limited to a TOTAL of three minutes.

- K. TOWN ATTORNEY, TOWN MANAGER, COMMISSIONER COMMENTS:
- L. <u>REQUEST FOR FUTURE AGENDA ITEMS:</u>
- M. <u>ADJOURNMENT:</u>

Next Scheduled Regular Commission Meeting will be held on September 2, 2020

# Special Presentations / Reports

## Consent Agenda

## TAB 1



#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Date: August 19, 2020 Agenda Item No.						
Agenda Title: Special Call	Agenda Title: Special Call Commission Meeting Minutes of July 29, 2020.					
[ ] SPECIAL PRESENTATION/REPORTS [X] CONSENT AGENDA [ ] BOARD APPOINTMENT [ ] OLD BUSINESS [ ] PUBLIC HEARING ORDINANCE ON READING [ ] NEW BUSINESS [ ] OTHER:						
Approved by Town Manager    Date: 8-5-2020						
Originating Department:	Costs: \$ 0.00	Attachments:				
Town Clerk  Funding Source:  Acct. #  [] Finance						
Advertised: Date: Paper: IX1 Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone or Not applicable in this case.				

**Recommended Motion:** To approve the July 29, 2020 Special Call Commission Meeting Minutes.



#### **Minutes**

#### Town of Lake Park, Florida Special Call Commission Meeting Minutes Wednesday, July 29, 2020, 6:30 PM Virtual Meeting

The Town Commission met for the purpose of a Special Call Commission Meeting on Wednesday, July 29, 2020 at 6:30 p.m. Present were Mayor O'Rourke, Vice-Mayor Kimberly Glas-Castro, Commissioners Erin Flaherty, John Linden, Roger Michaud, Town Manager John D'Agostino, Attorney Thomas Baird, and Town Clerk Vivian Mendez.

Town Clerk Mendez performed the roll call and Mayor O'Rourke led the pledge of allegiance.

#### **CONSENT AGENDA:**

1. Request for Authorization from the Mayor to Sign a Letter to Florida Governor Ron DeSantis Requesting an Extension of Executive Order 20-69 to Enable the Town of Lake Park to continue to hold Virtual Public Meetings.

Motion: Vice-Mayor Glas-Castro moved to approve the consent agenda; Commissioner Michaud seconded the motion.

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X	a.*	

Motion passed 5-0.

#### **NEW BUSINESS:**

2. Setting and Restating the Date, Time and Location for the First Public Budget Hearing.

Town Manager D'Agostino explained the purpose of the agenda item. The Commission discussed availability dates in the month of September to hold the First Public Budget Hearing.

Motion: Commissioner Michaud moved to set and restate the First Public Budget Hearing on Monday, September 14, 2020 at 6:30 p.m. in the Town Hall Commission Chamber; Commissioner Linden seconded the motion.

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

The Commission discussed the Final Public Budget Hearing available dates.

Motion: Commissioner Linden moved to schedule the Final Public Hearing on September 23, 2020 at 6:30 p.m. in the Commission Chamber of Town Hall; Commissioner Michaud seconded the motion.

Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

The Commission came to consensus to hold a Park Avenue Downtown District (PADD) Workshop on Wednesday, September 23, 2020 immediately following the Final Public Budget Hearing.

#### **ADJOURNMENT**

There being no further business to come before the Commission and after a motion to adjourn by Commissioner Michaud and seconded by Vice-Mayor Glas-Castro, and by unanimous vote, the meeting adjourned at 6:41 p.m.

Mayor Michael O'Rourke	
Town Clerk, Vivian Mendez, MMC	
Town Seal	
Approved on this of	, 2020

## TAB 2



#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Date: August 19, 2020 Agenda Item No.						
Agenda Title: Regular Commission Meeting Minutes of August 5, 2020.						
[ ] SPECIAL PRESENTATION/REPORTS [X] CONSENT AGENDA [ ] BOARD APPOINTMENT [ ] OLD BUSINESS [ ] PUBLIC HEARING ORDINANCE ON READING [ ] NEW BUSINESS [ ] OTHER:						
Approved by Town Manager Date: 8-12-2020 <u>Vivian Mendez, Town Clerk</u> Name/Title						
Originating Department:  Town Clerk	Costs: \$ 0.00 Funding Source: Acct. # [] Finance	Attachments: Meeting Minutes Exhibits "A-G"				
Advertised: Date: Paper: [X] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone Or Not applicable in this case.  Please initial one.				

**Recommended Motion:** To approve the August 5, 2020 Regular Commission Meeting Minutes.



#### **AGENDA**

Lake Park Town Commission Town of Lake Park, Florida Virtual Regular Commission Meeting Wednesday, August 5, 2020, 6:30 P.M. Via Zoom

Michael O'Rourke	_	Mayor
<b>Kimberly Glas-Castro</b>	- <del></del>	Vice-Mayor
Erin T. Flaherty		Commissioner
John Linden		Commissioner
Roger Michaud		Commissioner
John O. D'Agostino		Town Manager
Thomas J. Baird, Esq.	a——a	Town Attorney
Vivian Mendez, MMC	2	Town Clerk

PLEASE TAKE NOTICE AND BE ADVISED, that if any interested person desires to appeal any decision of the Town Commission, with respect to any matter considered at this meeting, such interested person will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Persons with disabilities requiring accommodations in order to participate in the meeting should contact the Town Clerk's office by calling 881-3311 at least 48 hours in advance to request accommodations.

#### A. CALL TO ORDER/ROLL CALL

#### **B.** PLEDGE OF ALLEGIANCE

#### C. SPECIAL PRESENTATION/REPORT:

1. Proclamation in Honor of Kelvin Anderson.	Tab 1
2. Proclamation in Honor of Karen Mahnk	Tab 2
3. Proclamation in Honor of Judith Thomas.	Tab 3
4. Proclamation in Honor of Sergeant Daniel Burrows	Tab 4

#### D. PUBLIC COMMENT:

This time is provided for addressing items that <u>do not</u> appear on the Agenda. Please complete a comment card and provide it to the Town Clerk so speakers may be announced. Please remember comments are limited to a TOTAL of three minutes.

- E. <u>CONSENT AGENDA</u>: All matters listed under this item are considered routine and action will be taken by <u>one</u> motion. There will be no separate discussion of these items unless a Commissioner or person so requests, in which event the item will be removed from the general order of business and <u>considered in its normal sequence on the agenda</u>. Any person wishing to speak on an agenda item is asked to complete a public comment card located on either side of the Chambers and given to the Town Clerk. <u>Cards must be submitted before the item is discussed</u>.
  - 5. July 15, 2020 Commission Budget Meeting Minutes

Tab 5

6. July 15, 2020 Regular Commission Meeting Minutes.

Tab 6

7. Resolution 48-08-20 Establishing a Town of Lake Park Centennial Celebration Committee.

Tab 7

- 8. Resolution 49-08-20 Authorizing and Directing the Mayor to Sign an Emergency Memorandum of Understanding with Waste Management for Stand-in Residential Curbside Garbage Collection Services Related to the COVID 19 Pandemic. Tab 8
- 9. Resolution 50-08-20 Authorizing and Directing the Mayor to Execute an Agreement with the State of Florida, Division of Emergency Management for Grant Funds Associated with COVID 19.
- 10. Approval of Work Authorization to Hinterland Group, Inc. for Pipe Repairs at West Ilex Drive and Cypress Drive.

  Tab10
- 11. Notification of Emergency Procurement: Approval of the Strategic Marketing, Inc.
  Estimate for Production of the "We Are Open" Video for the Town and the Community
  Redevelopment Area.

  Tab 11
- 12. Resolution 51-08-20 Authorizing and Directing the Mayor to Sign the Grant Agreement with the Department of Environmental Protection for Funding Through Florida's Resilient Coastline Program (FRGP) for Seawall Survey and Assessment and Vulnerability Assessment of Infrastructure Along the Lake Worth Lagoon Waterfront
  - 140 12
- 13. Resolution No. 52-08-20 Award of Request for Qualifications with SDI

Tab 13

#### F. ORDINANCE ON FIRST READING:

14. Ordinance No. 08-2020 Amending Chapter 78 to Add the Definition of Small Scale Food and Beverage Production.

Tab 14

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALE FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALE FOOD AND

BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH: PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

#### **OPEN PUBLIC HEARING(S):** G.

15. Presentation of the Proposed Sanitation Rate Adjustments

**Tab 15** 

#### H. **PUBLIC HEARING(S) – ORDINANCE ON SECOND READING:**

16. Ordinance No. 06-2020 Rezoning of Eight Properties Located on the East Side of Prosperity Farms Road. Tab 16

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA REZONING EIGHT PROPERTIES LOCATED ON THE EAST SIDE OF PROSPERITY FARMS ROAD, LEGALLY DESCRIBED IN EXHIBIT "A", AND SHOWN IN FIGURE 1 FROM R-3 RESIDENCE TO C-IB NEIGHBORHOOD COMMERCIAL AND AMENDING THE OFFICIAL ZONING MAP TO REFLECT THE REZONING; AND PROVIDING FOR AN EFFECTIVE DATE.

17. Ordinance No. 07-2020 Amending Section 70-103 of Chapter 70 Pertaining to Temporary Signs.

**Tab 17** 

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING **SECTION 70-103 OF CHAPTER** PERTAINING TO TEMPORARY SIGNS; PROVIDING FOR THE REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

\*\*\*\*\*\* CLOSE PUBLIC HEARING\*\*\*\*\*\*\*\*

#### I. **NEW BUSINESS:**

18. Resolution 53-08-20 Authorizing and Directing the Mayor to Execute a License Agreement with SEH Lake Park LLC to Utilize Certain Town Owned Property for Parking Purpose for the Benefit of a Restaurant Known as Dunkin Donut.

Tab 18

- 19. Florida League of Cities 2020 Virtual Annual Business Meeting Voting Delegate Tab 19
- J. **PUBLIC COMMENT:**

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- K. TOWN ATTORNEY, TOWN MANAGER, COMMISSIONER COMMENTS:
- L. **REQUEST FOR FUTURE AGENDA ITEMS:**
- M. **ADJOURNMENT:**



## Minutes Town of Lake Park, Florida Regular Commission Meeting Minutes Wednesday, August 5, 2020, 6:30 PM Virtual Meeting via Zoom

The Town Commission met for the purpose of a Regular Commission Meeting on Wednesday, August 5, 2020 at 6:30 p.m. Present were Mayor O'Rourke, Vice-Mayor Kimberly Glas-Castro, Commissioners Erin Flaherty, John Linden, Roger Michaud, Town Manager John D'Agostino, Attorney Thomas Baird, and Town Clerk Vivian Mendez.

Town Clerk Mendez performed the roll call and Mayor O'Rourke led the pledge of allegiance.

PURSUANT TO THE AUTHORITY CONTAINED GOVERNOR DESANTIS' EXECUTIVE ORDER NUMBER 20-69, THE TOWN OF LAKE PARK TOWN COMMISSION WILL BE UTILIZING COMMUNICATION MEDIA TECHNOLOGY AS PROVIDED IN SECTION 120.54(5)(b)2. FLORIDA STATUTE.

#### SPECIAL PRESENTATION/REPORT:

#### 1. Proclamation in Honor of Kelvin Anderson.

Mayor O'Rourke read the proclamation into the record. The Commission thanked Mr. Kelvin Anderson for all his years of service and wished him well. Mr. Kelvin Anderson thanked staff and the Commission for the proclamation. He asked everyone to stay safe.

#### 2. Proclamation in Honor of Karen Mahnk.

Mayor O'Rourke read the proclamation into the record. Ms. Karen Mahnk thanked the Commission, staff, and the citizens of the Town of Lake Park. The Commission thanked Ms. Mahnk for all her years of service and wished her well in her future endeavors.

#### 3. Proclamation in Honor of Judith Thomas.

Mayor O'Rourke read the proclamation into the record. The Commission thanked Ms. Judith Thomas for her years of service on the Planning & Zoning Board and her expertise in the field. They thanked her for her leadership on such a vital Board to the Town. Ms. Thomas appreciated the honor, thanked the Town Commission, and especially the Board members who all works together. She encouraged residents to join the Town Boards.

#### 4. Proclamation in Honor of Sergeant Daniel Burrows

Mayor O'Rourke read the proclamation into the record. Captain Thomas Gendreau accepted the proclamation in his honor and thanked the Town for the recognition of Sergeant Burrows retirement.

#### **PUBLIC COMMENT:**

Mayor O'Rourke read the Public Comments into the record.

- 1) Lafortune Capre 433 Bayberry Drive expressed concern with the proposed increase Sanitation Rate Assessment. Mayor O'Rourke read the public comment into the record (see Exhibit "A").
- 2) Jan DalCorso 506 W. Jasmine Drive expressed concern with the proposed increase Sanitation Rate Assessment. Mayor O'Rourke read the public comment into the record (see Exhibit "B").

#### **CONSENT AGENDA:**

- 5. July 15, 2020 Commission Budget Meeting Minutes
- 6. July 15, 2020 Regular Commission Meeting Minutes.
- 7. Resolution 48-08-20 Establishing a Town of Lake Park Centennial Celebration Committee.
- 8. Resolution 49-08-20 Authorizing and Directing the Mayor to Sign an Emergency Memorandum of Understanding with Waste Management for Stand-in Residential Curbside Garbage Collection Services Related to the COVID 19 Pandemic.
- 9. Resolution 50-08-20 Authorizing and Directing the Mayor to Execute an Agreement with the State of Florida, Division of Emergency Management for Grant Funds Associated with COVID 19.
- 10. Approval of Work Authorization to Hinterland Group, Inc. for Pipe Repairs at West Ilex Drive and Cypress Drive.
- 11. Notification of Emergency Procurement: Approval of the Strategic Marketing, Inc. Estimate for Production of the "We Are Open" Video for the Town and the Community Redevelopment Area.
- 12. Resolution 51-08-20 Authorizing and Directing the Mayor to Sign the Grant Agreement with the Department of Environmental Protection for Funding Through Florida's Resilient Coastline Program (FRGP) for Seawall Survey and Assessment and Vulnerability Assessment of Infrastructure Along the Lake Worth Lagoon Waterfront.
- 13. Resolution No. 52-08-20 Award of Request for Qualifications with SDI.

Town Clerk Mendez announced that item 13 would be continued to the August 19, 2020 Regular Commission Meeting.

Commissioner Linden requested that items 8 and 11 be pulled from the Consent Agenda.

Motion: Commissioner Linden moved to pull items 8 and 11 from the Consent Agenda; Commissioner Michaud seconded the motion.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

Motion: Commissioner Linden moved to approve items 5, 6, 7, 9, 10, and 12 on the Consent Agenda; Commissioner Michaud seconded the motion.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

### 8. Resolution 49-08-20 Authorizing and Directing the Mayor to Sign an Emergency Memorandum of Understanding with Waste Management for Stand-in Residential Curbside Garbage Collection Services Related to the COVID 19 Pandemic.

Town Manager D'Agostino explained the agenda item. He explained that the Town has a responsibility to pick-up curbside garbage collection of the Town's residential areas and during the beginning of the COVID pandemic, it became difficult to pick-up Commercial Sanitation so a similar Memorandum of Understand was approved several meetings ago for Commercial Sanitation services. Public Works Director Richard Scherle explained that the Resolution was a Memorandum of Understanding (MOU) with Waste Management in which the Town has not had to use thus far. This MOU would only become necessary if staff were out due to COVID and unable to pick-up residential curbside garbage. Commissioner Linden expressed concern with the price of the MOU with Waste Management and that the service did not go out for bid prior to this MOU. Commissioner Michaud asked if the price was in line with other municipalities. Public Works Director Scherle stated that the price was in line with what other municipalities pay, but this item was only for emergency service if it ever became necessary. The Commission discussed the Resolution and handling of emergencies.

Motion: Commissioner Michaud moved to approve item 8 on the Consent Agenda; Commissioner Flaherty seconded the motion.

#### Vote on Motion:

Commission Member	AVA	Nav	Other
	Ayc	INay	Other

Commissioner Flaherty	X		
Commissioner Linden		X	
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 4-1.

#### 11. Notification of Emergency Procurement: Approval of the Strategic Marketing, Inc. Estimate for Production of the "We Are Open" Video for the Town and the Community Redevelopment Area.

Town Manager D'Agostino explained the item. Assistant Town Manager/Human Resources Director Bambi Turner explained that the agenda item would include the Town, not just the Community Redevelopment Agency (CRA). The total amount for this production would be split equally between the Town and the CRA.

Motion: Vice-Mayor Glas-Castro moved to approve item 11 on the Consent Agenda; Commissioner Linden seconded the motion.

Commissioner Linden expressed concern pertaining to the cost of the production and the timing of the extra expense to the Town and CRA. The Commission discussed the reason for the production at this time and the businesses that have closed in Town. Vice-Mayor Glas-Castro pointed out that this agenda item was a notification to the Commission that the Town Manager had approved this production. Assistant Town Manager/Human Resources Director Turner confirmed. The Commission discussed how the production could affect those businesses that were open. Mayor O'Rourke suggested that the agenda item be brought back to the Commission for discussion at the next meeting. Town Manager D'Agostino defended his decision to have the production of the video. The Commission requested that Strategic Marketing continue the production of the video. The final production of the video would be brought back at a future meeting.

Vice-Mayor Glas-Castro withdrew her motion; Commissioner Linden withdrew his second.

#### **PUBLIC HEARING – ORDINANCE ON FIRST READING:**

14. Ordinance No. 08-2020 Amending Chapter 78 to Add the Definition of Small Scale Food and Beverage Production.

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALE FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALE FOOD AND BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

Community Development Director Nadia DiTommaso explained the item (see Exhibit "C"). Town Manager D'Agostino explained additional benefits that businesses would receive with this Ordinance. Vice-Mayor Glas-Castro expressed concern with the limited hours of operation. Town Manager D'Agostino explained that the C-1 Business District was near residents, so the limit was to reduce the noise impact to the residents. Vice-Mayor Glas-Castro thought the hours were too limiting. Commissioner Linden asked if there were any advantages or disadvantages to expanding the Ordinance to C-2 and C-4 Districts. He also asked if there were any applicants waiting on this Ordinance to pass. Community Development Director DiTommaso explained that there were no real disadvantages and that there were no applicants waiting on this Ordinance to pass. The Commission discussed the disadvantage of expanding this Ordinance to C-2 and C-4 Districts at this time and the restricted hours of operation.

Motion: Vice-Mayor Glas-Castro moved to approve Ordinance 08-2020 on First Reading; Commissioner Michaud seconded the motion.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

Town Attorney Baird read the Ordinance by title only.

#### **OPEN PUBLIC HEARING(S):**

#### 15. Presentation of the Proposed Sanitation Rate Adjustments.

Mayor O'Rourke opened the Public Hearing and stated that the Public Comments received for this item were read into the record earlier this evening. Town Manager D'Agostino explained the item (see Exhibit "D"). Mr. Henry Thomas of Raftelis Financial Services gave a presentation (see Exhibit "E"). The Commission discussed the rate increase scale included in the presentation, the possibility of privatizing sanitation services, and the quality of the level of services to residents. Public Works Director Scherle explained that included in the agenda packet was information of the approximate cost of privatization of sanitation services. Vice-Mayor Glas-Castro asked what the notice requirements are by law. Public Works Director Scherle stated that directed mail was required. Town Manager D'Agostino explained that if it were the desire of the Commission, staff would go through the bidding process in the future for these services. Mr. Thomas answered questions of the Commission regarding the increase percentage and bidding out services.

#### **PUBLIC HEARING – ORDINANCE ON SECOND READING:**

16. Ordinance No. 06-2020 Rezoning of Eight Properties Located on the East Side of Prosperity Farms Road.

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA REZONING EIGHT PROPERTIES LOCATED ON THE EAST SIDE OF PROSPERITY FARMS ROAD, LEGALLY DESCRIBED IN EXHIBIT "A", AND SHOWN IN FIGURE 1 FROM R-3 RESIDENCE TO C-1B NEIGHBORHOOD COMMERCIAL AND AMENDING THE OFFICIAL ZONING MAP TO REFLECT THE REZONING; AND PROVIDING FOR AN EFFECTIVE DATE.

Community Development Director DiTommaso explained the item.

Motion: Commissioner Linden moved to approve Ordinance 06-2020 on Second Reading; Commissioner Michaud seconded the motion.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

Town Attorney Baird read the Ordinance by title only.

17. Ordinance No. 07-2020 Amending Section 70-103 of Chapter 70 Pertaining to Temporary Signs.

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING SECTION 70-103 OF CHAPTER 70 PERTAINING TO TEMPORARY SIGNS; PROVIDING FOR THE REPEAL OF LAWS IN CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

Community Development Director DiTommaso explained the item.

Motion: Commissioner Michaud moved to approve Ordinance 07-2020 on Second Reading; Commissioner Linden seconded the motion.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

Town Attorney Baird read the Ordinance by title only.

Mayor O'Rourke closed the Public Hearing.

#### **NEW BUSINESS:**

18. Resolution 53-08-20 Authorizing and Directing the Mayor to Execute a License Agreement with SEH Lake Park LLC to Utilize Certain Town Owned Property for Parking Purpose for the Benefit of a Restaurant Known as Dunkin Donut.

Town Manager D'Agostino explained the item (see Exhibit "F"). Commissioner Linden expressed his concerns regarding charging more than what the appraiser reported.

Motion: Vice-Mayor Glas-Castro moved to approve Resolution 53-08-20; Commissioner Flaherty seconded the motion.

The Commission discussed the negotiated rate.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden		X	
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 4-1.

19. Florida League of Cities 2020 Virtual Annual Business Meeting Voting Delegate.

Town Manager D'Agostino explained the item.

Motion: Commissioner Flaherty moved to appoint Vice-Mayor Glas-Castro as the Town's Voting Delegate at the 2020 Virtual Annual Business Meeting; Commissioner Michaud seconded the motion.

#### Vote on Motion:

Commission Member	Aye	Nay	Other
Commissioner Flaherty	X		
Commissioner Linden	X		
Commissioner Michaud	X		
Vice-Mayor Glas-Castro	X		
Mayor O'Rourke	X		

Motion passed 5-0.

**PUBLIC COMMENT:** None

<u>FUTURE AGENDA SUGGESTIONS:</u> Agenda item 11 to be discussed at the August 18, 2020 Regular Commission Meeting.

#### **TOWN ATTORNEY, TOWN MANAGER, COMMISSIONER COMMENTS:**

Town Attorney Baird had no comments.

Town Manager D'Agostino provided his comments as Exhibit "G". Mayor O'Rourke requested discussion regarding Boat Sales along Northlake Boulevard. He explained that the Northlake Boulevard Overlay District (NBOZ) agreed to have the property used for boat sales. However, the Town would bring a Text Amendment Ordinance before the Commission, which would increase the landscape buffers and other improvements so that the property was more esthetically pleasing. The Commission discussed the C-1 Business District language as it related to the NBOZ.

Commissioner Linden announced that the Lake Park Diversity Council would receive training on racial equality. Ms. Barbara Shy of Convergent & Associates would conduct the training. He invited the Commission to attend. He announced the next Community Watch meeting. He announced that he would be reading the Florida League of Cities book "The City That Talks" for children attending Operation Hope summer camp program.

Commissioner Michaud looking forward to the Back to School Extravaganza.

**Commissioner Flaherty** had no comments. He wished everyone well.

**Vice-Mayor Glas-Castro** announced that she would attend the Back to School Extravaganza on Saturday, August 8, 2020. She asked Commission Linden to take pictures during the reading with the children to submit to the Florida League of Cities.

Mayor O'Rourke announced that he would not be available to attend Saturday's event. He wished everyone well and asked everyone to wear their masks and follow the guidelines.

#### **ADJOURNMENT**

There being no further business to come before the Commission and after a unanimous vote the meeting adjourned at 10:05 p.m.

Mayor Michael O'Rour	ke	-	Town Seal
Town Clerk, Vivian Me	endez, MMC	<del>.</del>	
Approved on this	of	, 2020	

July 17,20

Dear Town Commission of the Town of Lake Park,

I am writing in regards of the proposed new assessment of the annual solid-waste. I object to this new solid-waste assessment for the townor Lake Park. I believe its best to keep the Current solid-waste assessment annual fees. Thank you for taking my notion on this matter concurring the Town of Lake Park of my property at 438 Bayberry Drive, Lake Park.

Sincerely; Lafortune Capre Lafortune Capre RECEIVED

JUL 2 / 2020

Exhibit "B"

To: Town of Lake Park Commissioners

Journ Clerk's Office TOWN OF LAKE PARK

I object to yet another hike in my taxes, this time for garbage. I know you people think it's different because it's a "special assessment" or higher millage rate or Non Ad Valorem instead of Ad Valorem but it's all the same to me----more money out of my pocket because Lake Park can't manage itself effectively.

I already pay a higher tax rate (3% of assessed value) than anywhere else. I looked at all the other counties in Florida and they pay .06 - 1.2% Lake Park is out of control with 3%. This increase would make it 4%

Government people say they want affordable housing but to you that only means giving away money. It obviously doesn't mean being responsible and keeping housing costs down.

YOU SHOULD SUBCONTRACT GARBAGE COLLECTION TO PALM BEACH COUNTY INSTEAD OF DUPLICATION OF EFFORT AND OWNING YOUR OWN TRUCKS!!!

CAN'T YOU COME UP WITH ANY OTHER SOLUTION THAN SOAKING US POOR FOLKS THAT ARE STUCK WITH YOUR LACK OF FISCAL RESPONSIBILITY?

Jan DalCerso

Jan DalCorso

506 W Jasmine Dr

Lake Park





CONSENT AGENDA

#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Date: August 5, 2020 Agenda Item No.

Agenda Title: AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALE FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALE FOOD AND BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

SPECIAL PRESENTATION/REPORTS []

ROARD APPOINTMENT

[X] ORDINANCE ON 1st READING - PUBLIC HEARING					
[ ] NEW BUSINESS					
Approved by Town Manager Part Well tun Date: 7/3 0/2020					
er You Mell tun	Date: 7/3 0/2020				
nity Development Director					
14,					
Costs: \$ Legal Review / Legal * Ad/Notices	Attachments:				
Funding Source: Town Attorney / CD	→ Staff Report → Ordinance <u>8</u> -2020				
Acct: #105 / #500-34910 / #500-48100	<ul> <li>→ Legal Ad and Notices</li> <li>→ The Role of F&amp;B REPORT</li> <li>→ Kitchen Incubators REPORT</li> </ul>				
[] Finance					
All parties that have an interest	Yes I have notified everyone <i>ND</i> or  Not applicable in this case				
	Not applicable in this case				
	Please initial one.				
be filled out to be on agenda.					
	READING – PUBLIC HEARI  er Jack – Lunity Development Director  Costs: \$ Legal Review / Legal Ad/Notices  Funding Source: Town Attorney / CD  Acct: #105 / #500-34910 / #500-48100  [] Finance  All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must				

Summary Explanation/Background:

Please refer to the Staff Report.

Recommended Motion: I MOVE TO APPROVE ORDINANCE NO. <u>08</u>-2020 on first reading.



#### Town of Lake Park Community Development Department

TOWN COMMISSION

Meeting Date: August 5, 2020 - 6:30pm (or as soon

thereafter as can be heard)

#### STAFF REPORT

AGENDA ITEM: Staff-initiated text amendments proposing to incorporate a "Small Scaled Food and Beverage Production" Use in the Commercial-1 (C-1) Zoning District as a special exception use.

Planning & Zoning Board Meeting: July 6, 2020, Approved (3-1). The Board asked whether the incorporation of this new special exception use would allow an owner to either locate within an existing building or develop on a vacant parcel. Staff explained that both would apply as long as the parcel/site is located within the designated zoning district that includes the use. Chair Thomas explained that she is in favor of this use, but that she has voted against it only because she thinks it should be incorporated in other zoning districts, possibly the C-2 and C-4 as well. This is certainly something the Town Commission can consider given this recommendation and the Ordinance can be revised and brought back on first reading (with additional notices sent out) if this is the desire of the Town Commission. Right now, the Ordinance is structured to allow for an incremental integration of the use within our C-1 business district area that runs along the east side of 10th Street and along the south side of Northlake Boulevard (larger scale production/manufacturing is also already permitted in our most intense industrial area-CLIC). The intent is to possibly expand the use into other districts in the future after its success is measured, or possibly the demand presents itself.

#### **Background Summary**

Over the past few years, the Town has developed a unique, innovative and forwardthinking trend that has allowed for a variety of different development types to be considered within the Town limits. A perfect example is the brewery district created within the Park Avenue Downtown District and the Commercial-2 (C-2) district and the mixed-use district created along the US-1 corridor. This has generated a great deal of positive, economically driven attention to the Town and real life projects that have brought these changes to reality. This private-sector attention also presented an opportunity for the Town to once again stand out from its counterparts and consider a 'small scaled food and beverage production' use within its commercial and mixed-use districts to accommodate, diversify and synergize the uses already embraced by the Town. For decades (and throughout history), the food and beverage sector has played an important role in expanding economic opportunity. When most think about economic opportunity, many think of large corporations and developers with deep pockets wanting to take over towns and cities, rather than diversity. The Town's vision has been far separated from this concept and while we have created districts that promote large development scenarios, we also created districts that allow for economic opportunity on a smaller, more diverse scale, for the smaller entrepreneur. This agenda item proposes a use that is in line with this ideology.

Ultimately,

For the poor, livelihood choices - in employment and entrepreneurship - are constrained by a wide range of interdependent obstacles, ranging from geographic isolation to market failures to political exclusion. This suggests that when we think about eradicating poverty, we should think broadly about creating economic opportunity. Economic opportunity is not, in itself, a solution; instead it is a context in which individuals can create their own solutions. It is a combination of factors that enables the poor to manage their assets in ways that generate incomes and options. (...)

Creating or expanding economic opportunity could rightly be considered a responsibility of governments toward their citizens.

(...)

The food & beverage industry has a unique role in expanding economic opportunity because it is universal to human life and health. The industry operates at multiple levels of society: families grow crops for their own consumption, communities trade fresh produce and home-processed goods, local companies transform domestic crops for local markets, and international corporations purchase commodities globally to deliver products across geographies.

(...)

Increasing the number and scale of such initiatives requires new approaches that stretch 'business as usual' practices.

SOURCE: 2007 – The Role of the Food & Beverage Sector in Expanding Economic Opportunity (Economic Opportunity Series, Harvard University, John F. Kennedy School of Government)

In addition, the U.S. Kitchen Incubators Industry update (enclosed as well as a resource) indicates:

Entrepreneurs and facility operators alike are in need of greater support, including professional development, capacity building, and technical assistance. In-demand support includes operations and planning; product development; branding, sales and marketing; affordable sourcing; accessing trained labor; and distribution/logistics support. Operators are seeking support with evidence-based entrepreneur programming and development.

#### **PROPOSAL**

The provisions provided in RED represent the NEW Town Code language proposed by Staff.

The Town encourages the evolution of emerging businesses, industries, and technologies in order to provide sustainable, year-round, and well-compensated job opportunities to the citizens of the Town of Lake Park. Consequently, Staff is looking to expand the envelope

and consider "Small Scaled Food and Beverage Production" in its Commercial-1 (C-1) zoning district (for now) as a special exception use, and possibly other zoning districts in the future to expand opportunity and promote entrepreneurship and start-ups.

Town Code Section 78-2 – Definitions

<u>Small Scaled Food and Beverage Production</u> means an enterprise that conducts the production of prepared food and/or beverages for local or regional wholesale or retail distribution, or both. Such uses include, but are not limited to, wholesale or retail bakeries, commercial kitchens, and specialty food and/or beverage processing or packaging shops, but excludes meat or seafood processing plants.

Town Code Section 78-71 (2) - C-1 Business District Special Exception Use

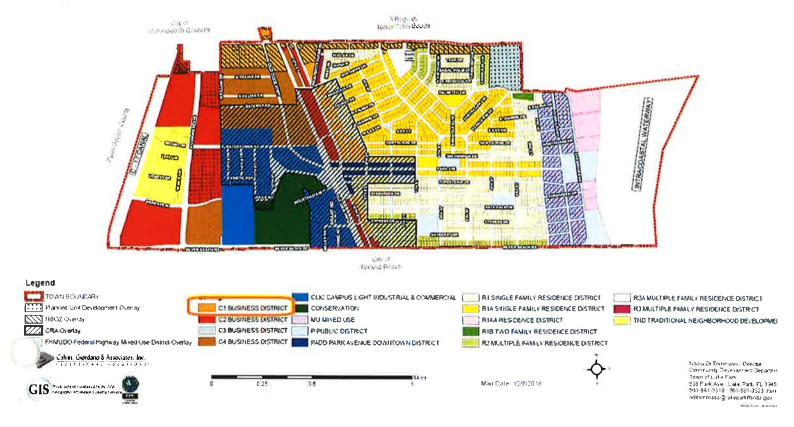
- g. Small Scaled Food and Beverage Production as a special exception use provided the criteria of Section 78-184 and the following are met:
  - 1. Scale of Use. The floor area of the use shall not exceed 30,000 square feet.
  - 2. Hours of Operation near Residential. When abutting or within 200 feet of a residential zoning district boundary, measured from property line to property line, the use shall not operate or have any loading or delivery activities between the hours of 9:00 PM and 7:00 AM.
  - 3. No Nuisance Created. The use shall not create or cause any perceptible noise, odor, smoke, electrical interference, or vibrations that constitute a public or private nuisance to neighboring properties. Documentation evidencing these elements shall be required at the time of application for special exception approval.

Oftentimes, the above proposed use is operated in conjunction with a restaurant and additional retail uses when it is used to create an incubator scenario for small scaled food and beverage entrepreneurs that require standalone commercial kitchens and associated equipment to start and grow their food and beverage related products, while learning the necessary business skills to become successful in their trade. Ultimately, this is the intent of the proposed Ordinance (as opposed to the typical large-scale food manufacturing ideology)

A copy of the Town's Official Zoning Map is included on the next page. It identifies the C-1 zoning district within which this use is being proposed. The use may be expanded into other districts in the future after its success is measured, or possibly the demand presents itself.



#### Lake Park Zoning Map



#### **Staff Recommendation**

Staff recommends <u>APPROVAL</u> of the proposed text amendments to Town Code Sections 78-2 and 78-71 to allow for a Small Scaled Food and Beverage Production uses to be defined and incorporated in the C-1 zoning district, as proposed by staff.

<sup>\*\*</sup> All property owners within the C-1 District were noticed with a letter that was mailed out on June 26, 2020 and an advertisement was also placed in the PB Post on June 26, 2020. An additional advertisement will be placed prior to 2<sup>nd</sup> reading. \*\*





#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Date: August 5, 2020 Age		enda item No.		
Agenda Title: PUBLIC HEARING on Proposed Sanitation Rate Adjustments.				
[X] SPECIAL PRESENTATION/REPORTS [] CONSENT AGENDA [] BOARD APPOINTMENT [] OLD BUSINESS [] PUBLIC HEARING ORDINANCE ON READING [] NEW BUSINESS [] OTHER:				
Approved by Town Manager  Bambi McKibbon-Turner  July 20, 2020				
Richard Scherle / Public Works Director				
Originating Department: Public Works	Costs: N/A Funding Source: N/A Acct. N/A  [] Finance	List of Exhibits:  1. Presentation Slides, Prepared by Raftelis Financial Consultants, Inc.  2. Final Report, Prepared by Raftelis Financial Consultants, Inc.		
Advertised: Date: July 5, 2020 Paper: Palm Beach Post [ ] Not Required ***ALSO, direct mailings were sent to each property that may be affected by the proposed rates, serving to notify of tonight's public	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone R.Scherle or Not applicable in this case Please initial one.		

#### Summary Explanation/Background:

Tonight's public hearing is being held to discuss proposed needed adjustments to the sanitation assessment and fees that are used to fund the Town's solid-waste collection and disposal operation. It has been six (6) years since

the last rate adjustment, and the Town has worked hard to keep rates low while still being able to provide the level of service that Lake Park residents and businesses have come to expect. However, during that time, costs have increased and capital requirement obligations have accrued. Tonight's presentation from Raftelis Financial Consultants, Inc. will detail some of these cost increases and revenue requirements, and document, in great detail, why a rate adjustment is needed. In summary, the recommendation is a 9% increase to rates, as further detailed within the attached final report and presentation slides. This information is the result of a months-long, grueling study of every aspect of the finances pertinent to the solid-waste operation. Additional details can be found in Exhibit 2 as attached to this agenda item, which is the final report as prepared by the Town's financial consultant.

In March 2020, the Town hired Raftelis Financial Consultants, Inc., a firm with extensive experience in the area of utility rate studies in Florida. They have performed similar studies for municipalities and counties all over the State. It was the Town's intent to hire the best professional financial firm to assist it with fully analyzing the Town's solid-waste utility fund, and to prepare projections of how much funding is needed to make sure the fund stays healthy and able to continue providing reliable service. A public workshop and various meetings with Commissioners have already taken place to review the initial study findings and recommendations, all of which have subsequently been adjusted based upon feedback from the Commission. If adopted, the proposed rates and fees will be brought back at the next public meeting to adopt by Resolution.

This public hearing is being provided for many reasons. First, it is meant to ensure Town residents have a full picture of the financial health of their solid-waste enterprise, and to provide a forum to receive any written objections, testimony, or any other comments from any interested person who may be affected by the proposed assessment. It is crucial that residents and businesses know why this adjustment is needed, and to also know where the funding will be spent if the changes are adopted. At the end of the day, it is the Town staff's intent to make sure the solid-waste service is reliable, consistent, safe, and efficient, while at the same time, remaining extremely competitive with the rates assessed by other south Florida municipalities.

As aforementioned, the attached financial documents prepared by Raftelis Financial Consultants, Inc. detail the proposed rates and recommendations. The final recommended rate adjustment is a 9% increase from current rates. For a typical single family residential household, this would amount to an increase of \$19.39 per year (or \$1.62 additional fee per month) over the current rate of \$215.49, which equates to a proposed yearly total rate of \$234.88, or \$19.57 per month. Also, the proposed rates include increased commercial dumpster collection fees at a rate of 9%. The exact fees are included in the attachments to this agenda item.

#### **DISCUSSION OF PRIVITIZED SERVICES:**

As these adjustments are considered, it is important to remember that solid-waste services could be privatized, which may potentially result in a lower cost of service provision for solid-waste operations. This privatization means that the Town would no longer provide solid-waste collection services itself for residents and businesses. In this scenario, instead of Public Works providing solid-waste collection and disposal, a private company would provide these services. In order to provide a fully reliable and accurate cost comparison, the Town would need to go out to bid for such services. Having said that, we are indeed able to provide a frame of reference for comparison purposes based upon recent pricing from Waste Management which was provided to the Town as part of its emergency COVID19 response. Waste Management was engaged as a "back-up" plan via Memorandums of Understanding, and pricing was given to the Town as part of this process for all services currently provided inhouse. These MOUs were established as a precautionary measure in case the Town's personnel became incapacitated by COVID19, in which case, Waste Management would step-in on an emergency basis to make sure there were no interruptions to service. It is important to note that it is likely that a competitive bidding process could result in lower costs than what are currently provided in these MOUs, which can be considered to be "one-off" stand-in emergency services. If the Town engages a private waste hauler in a long term contract, these private

haulers are often able to provide more attractive pricing than what is possible when providing limited, emergency services on an "on-call" basis. However, based upon current MOU pricing, the estimated cost of privatized services is as follows:

Privatized commercial dumpster collections: \$1,632,000 Annually

Privatized residential curbside collections: \$1,332,000 Annually (includes gray can service, bulk trash,

vegetative waste, and recycling disposal)

**Total Estimated Annual Cost:** 

\$2,964,000 Annually

As aforementioned, because the estimated cost above is based on short term pricing, it is likely that a long-term standard contract could result in lower pricing. Therefore, if we assume a 20% reduction to this total estimated annual cost to account for better pricing, we arrive at a total estimated annual cost for privatized services of \$2,371,200.

In order to make a comparison of the costs of in-house provided services against the cost of privatized services, we must compare the two costs as follows:

In-house annual service cost = \$2,214,449.45 (current rate plus proposed 9% increase)

....versus....

Estimated annual cost of privatized services = \$2,371,200

Based on this analysis, it is clear that the costs of in-house provided services, even with the proposed 9% increase, are quite competitive with the privatized service. As mentioned earlier in this analysis, because these numbers for privatized services are based upon estimated figures, the Town would need to establish a competitive bidding process to solicit from the market the best possible pricing available to the Town. In summary, while it is possible that slightly better pricing could be achieved by outsourcing the Town's solid-waste operation, the Town's cost of service provision is expected to be extremely competitive with the private market.

Recommended Motion: N/A

#### EXHIBIT 1

#### Presentation to Town of Lake Park, Florida



#### SANITATION UTILITY RATE STUDY

Presented by:





#### **Agenda**

- Study Goals and Purpose
- Existing Operating Conditions
- Revenue Assumptions
- System Revenue Requirements
- Projected Rate Adjustments



#### **Sanitation Utility Rate Study**

- Purpose and Goals
  - Develop a five-year financial forecast through
     Fiscal Year 2025
  - Ensure adequate funding of operations and replacement of vehicles and equipment
  - Identify the need for rate adjustments during the study period



# **Existing Conditions – FY2020 Budget**

System Revenues	\$1,760,900
System Operating Expenses	\$1,412,907 <sup>[1]</sup>
Debt Service	\$ 327,747
Transfer to General Fund	<u>\$ 260,000</u>
Surplus/(Deficiency)	\$ (239,745)[1]

<sup>[1]</sup> Amount shown is net of depreciation expense and capital outlay.

 System is projected to have approximately \$0 in cash reserves as of September 30, 2020

<sup>[2]</sup> Amount funded from Cash Carry forward used to purchase two new garbage trucks.



### **Revenue Assumptions**

- No new customer growth assumed
  - Approximately \$1,682,000 in net rate revenue after early payment discount and tax collector fees
  - Historical rate revenues have been fairly consistent
- Other revenues include miscellaneous charges and interest income



### **Projected Operating Expenses**

- Operating expenses projected based on the revised Fiscal Year
   2020 budget
  - FY2021 Includes \$536,197 transfer to the General Fund for Indirect Cost Allocation
  - Projected labor costs reflect proposed FY2021 personnel services costs and include a 3.5% annual increase in direct labor costs thereafter
  - Amounts reflect a 3% increase in disposal costs
  - Operating Expenses projected to increase approximately
     3.6% per year on average
  - Total Expenditures including Debt Service projected to increase approximately 6,0% per year on average



### **Escalation Factors**

General Inflation
Average 2.5%

Labor 3.5%

Health Insurance 8.0%

Disposal Fees 3.0%

Fuel 2.5%

Vehicle Cost & Repair 5.0%



## **Projected Capital Expenditures**

- Capital Improvement Plan for Fiscal Years 2021-2025:
  - 2 Front End Loaders
  - 2 Clam Shells
  - 2 Automated Side Loaders
  - 1 Rear Loader
  - Carts (propose to take funding from reserves payback at 5% interest)
- Total capital funding of \$1,972,500 or annual average funding need of approximately \$394,500 per year

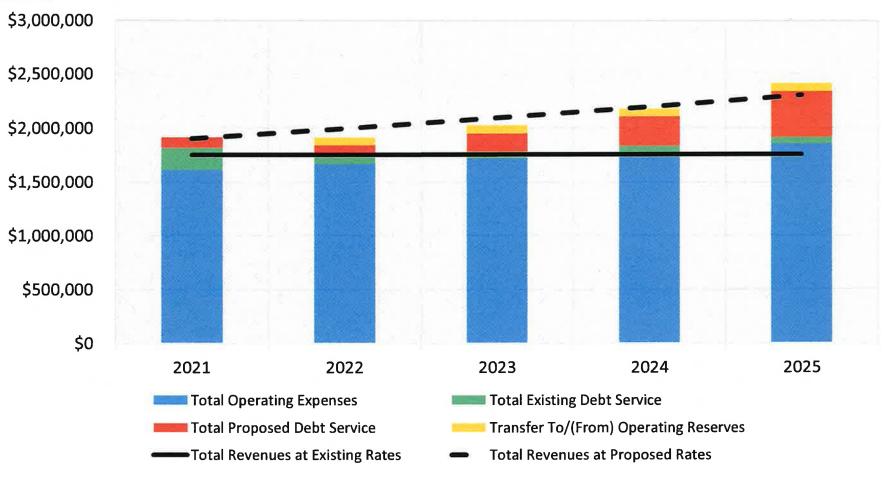


### **Reserve Fund Balances**

- As of September 30, 2020, Sanitation Division is projected to have no cash reserves
- Study assumes a target reserve fund balance of sixty days of operating expenses or approximately \$306,000 by FY2025.
- The proposed rates achieve the target balances over the Forecast Period



### **Sanitation System Revenue Requirements**





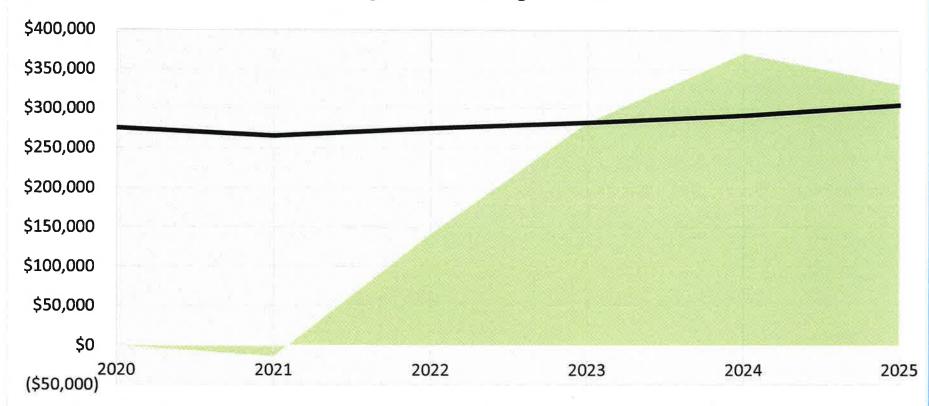
# **Sufficiency of Existing Rates**

Projected Rate Adjustments							
2021	2022	2023	2024	2025			
9.0%	5.0%	5.0%	5.0%	5.0%			



# **Operating Reserve Balance**

#### **Operating Reserves Ending Cash Balance**



Operating Fund

Sixty Days of Operating Expense



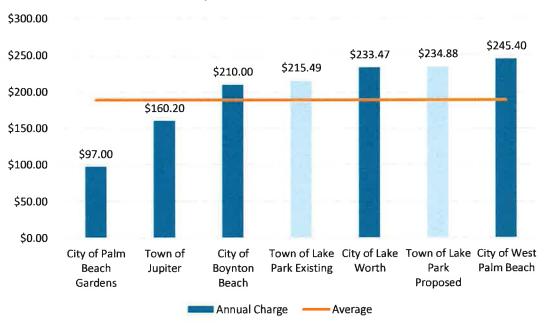
# **Proposed Residential Rates**

Service Type	<u>Existing</u>	Proposed FY2021
Single Family	\$215.49	\$234.88
Mobile Homes Multi-Family <5 units	\$215.49 \$215.49	\$234.88 \$234.88
Multi-Family > 4 units	\$145.93	\$159.06



# **Rate Comparison**

#### Palm Beach County - Annual Residential Bill Comparison





### Why Rates are Different

- ❖ Differences among rates may be due to:
  - Frequency of collection
  - Types of waste collected
  - Type of collection service (e.g., automated)
  - Disposal options and fees
  - Density of service area
  - Age of fleet and facilities
  - •Fuel source



### **Findings and Conclusions**

- Existing rates are not projected to be sufficient
- ❖The Town is recommended to adopt the proposed sanitation rates for Fiscal Year 2021
- ❖ Property value enhancement due to collection and disposal of solid waste due to elimination of health hazards, promotion of cleanliness and safety, and aesthetics should exceed the overall cost of the assessments. Therefore, the service represents a special benefit.
- ❖ Proportionality of the assessments upon benefitted properties, as previously established in Resolution No. 20-07-14 has been preserved.
- ❖The Town should periodically review the adequacy of sanitation rates over the course of the study period to ensure revenue sufficiency in subsequent years.

### EXHIBIT 2

# TOWN OF LAKE PARK, FLORIDA



# SANITATION RATE STUDY

July 10, 2020





July 10, 2020

Mr. Richard Scherle Director of Public Works Town of Lake Park 535 Park Avenue Lake Park, FL 33403

Subject: Sanitation Rate Study

Dear Mr. Scherle:

Raftelis Financial Consultants Inc.("Raftelis") has completed the study of the sanitation system (the "System") financial plan and rates for the Town of Lake Park, Florida (the "Town"), and has summarized the results in this letter report your consideration. This report summarizes the financial plan for Fiscal Year 2021 through Fiscal Year 2025 (the "Study Period") and proposed rate adjustments for the same period. The purpose of this study was to:

- Identify the ability of revenues derived from the current charges for sanitation service to fund the projected financial and expenditure requirements of the System and necessary transfers;
- Provide recommended rates to recover the projected financial and expenditure requirements of the System;
- Provide an evaluation of the overall financial position and cash balances of the System; and
- Develop a financial plan in conjunction with Town staff to promote and maintain long-term sustainability based on the funding goals and objectives of the System.

To develop the proposed sanitation system financial plan and rates, we have relied upon certain information and data provided by the Town including the Town's comprehensive annual financial reports ("CAFR"), the Fiscal Year 2020 operating budget and certain data derived from the proposed Fiscal Year 2021 operating budget, estimated capital expenditures, customer statistics, periodic reports, records of operation, and other information and data provided by the Town. To the extent we have performed our analyses using certain data and information obtained from the Town in the preparation of this report, we have relied upon such information to be accurate and no assurances are intended, and no representation or warranties are made with respect thereto or the use made herein.

Mr. Richard Scherle Town of Lake Park July 10, 2020 Page 2

#### CONCLUSIONS AND RECOMMENDATIONS

Based on our studies, assumptions, considerations, and analyses as summarized herein, we are of the opinion that:

- 1. The Town's existing rates for sanitation service are not anticipated to be sufficient to recover the projected system costs and financial requirements for the Study Period.
- 2. In order to meet the projected revenue requirements of the System, it is recommended that the Town consider rate adjustments of nine percent (9.0%) for Fiscal Year 2021 followed by adjustments of five percent (5%) per year for Fiscal Years 2022 through 2025.
- Property value enhancement due to the collection and disposal of solid waste due to 3. elimination of health hazards, promotion of cleanliness and safety, and aesthetics should exceed the overall cost of the assessments. Therefore, the service represents a special benefit.
- 4. Proportionality of the assessments upon benefitted properties, as previously established in Resolution No. 20-07-14, has been preserved.
- 5. The Town should periodically review the adequacy of sanitation rates over the course of the Study Period to ensure revenue sufficiency in years subsequent to Fiscal Year 2021.

We appreciate the opportunity to be of service to the Town and would like to thank the Town's staff for their valuable assistance and cooperation during this study.

Respectfully submitted,

Raftelis Financial Consultants, Inc.

my L. Thomas

Henry L. Thomas

Vice President

HLT/dlc Attachments

#### TOWN OF LAKE PARK, FLORIDA

#### SANITATION RATE STUDY

#### **INTRODUCTION**

Raftelis Financial Consultants, Inc. ("Raftelis") was tasked with the preparation of a five-year financial forecast of the Town of Lake Park's Sanitation System (the "System") encompassing Fiscal Years 2021 through 2025 (the "Study Period"). This report, which should be read in its entirety, provides a summary of customer and financial trends, study methodology, principal assumptions, findings, and recommendations, and an overview of the projected financial position of the Town of Lake Park's (the "Town") Sanitation Division. The rate recommendations as set forth in this study are based on the financial projections developed for the System.

#### EXISTING SERVICE AND RATES

The Town provides solid waste collection service to residential and commercial properties within the Town. Customers receiving can service receive twice-weekly garbage and once-weekly recycling and bulk waste collection. Customers receiving container (i.e., dumpster) service have a variety of options regarding container size and collection frequency. Residential sanitation services are billed annually as a non-ad valorem assessment. Non-residential sanitation service is billed monthly by the Town. Below are the Town's existing rates for residential sanitation service, which have not been adjusted since Fiscal Year 2014.

**Existing Annual Rates for Residential Sanitation Service** 

Service Type	Existing Rate
Single-Family	\$215.49
Mobile Home	\$215.49
Multi-Family per Unit (Less than 5 Units)	\$215.49
Multi-Family per Unit (Greater than 4 Units)	\$145.93

Below are the Town's existing sanitation rates for commercial dumpster service, which were adopted in Fiscal Year 2014.

**Existing Commercial Dumpster Rates** 

			Three	Four	Five
Cubic Yards	Once/Week	Twice/Week	Times/Week	Times/Week	Times/Week
0.5	18.54	37.09	55.63	74.18	92.72
2.0	74.21	148.41	222.61	296.83	371.04
3.0	111.31	222.61	333.92	445.22	556.53
4.0	148.41	296.83	445.22	593.66	742.07
6.0	222.61	445.22	667.83	890.44	1,113.06
8.0	296.83	593.66	890.49	1,187.32	1,484.15

(Remainder of page intentionally left blank)

#### REVENUE PROJECTIONS

For Fiscal Year 2020, the Town billed revenues of approximately \$1,682,000 in sanitation rate revenue. As stated above, the sanitation rates for residential service are billed through a non-ad valorem assessment and the rates for commercial collection services are billed monthly by the Town. The projected residential revenues to be collected through non-ad valorem assessments reflect amounts associated with the discount for early tax payment per Florida Statutes, Chapter 197.162 and tax collector fees, both of which reduce the revenues available for System purposes. Based on discussions with Town staff, the service area is essentially built out and, therefore, it is not projected that the Town will realize any significant customer growth for residential or commercial service throughout the Study Period. As a result, it is projected that sanitation system revenue will be approximately \$1,682,000 per year for the Study Period based on existing rate levels.

#### REVENUE REQUIREMENTS

The various components of cost associated with operating and maintaining a municipally owned sanitation system, as well as the cost of financing the renewal and replacement of vehicles and equipment and required transfers are generally referred to as the cash revenue requirements. The sum of these cost components, after adjusting for other income and other operating revenues available to the System, represents the net revenue requirements to be recovered from sanitation rates.

Gross Revenue Requirements

Net Assessment Revenues

Mincellangue Expenses

Capital Lease Payments

Interest Income

Required Transfers

Figure 1. Net Revenue Requirements

The projected revenue requirements include the various generalized cost components described below:

- Operating Expenses: Includes the cost of disposal service, labor and personnel related costs, contractual services, vehicle and fleet maintenance, utilities, operating supplies, equipment repairs and maintenance, indirect cost allocation of certain General Fund expenses and other items necessary for the provision of sanitation services.
- Other Revenue Requirements: Includes, in general, any recurring capital improvements to be financed from revenues such capital lease payments for replacement vehicles and transfers to cash reserves if necessary, to establish and maintain minimum operating reserve cash balances.

#### PRINCIPAL ASSUMPTIONS AND CONSIDERATIONS

The projected cash revenue requirements, as shown on Table 1 1reflect certain assumptions, considerations, and analyses. The major assumptions, considerations and analyses that are included in the development of the projected revenue requirements for the Study Period are as follows:

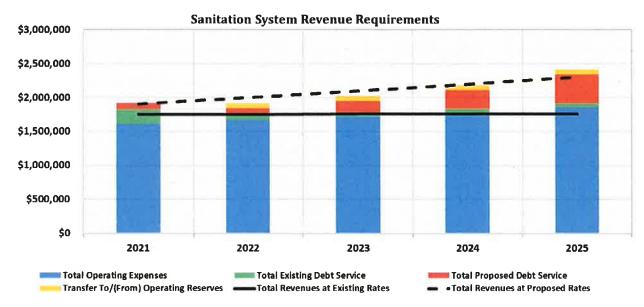
- 1. The Fiscal Year 2020 operating budget provided by the Town served as the basis for the expenditure projections set forth herein. Unless otherwise noted, the underlying assumptions and expenditure amounts included in the operating budgets are assumed to be reasonable and reflect anticipated operations. Such budgetary amounts are incorporated into the revenue requirement component of the study, except for adjustments and assumptions as noted hereunder.
- 2. Projected revenues from existing sanitation rates are based on the schedule of rates in effect as of the date of this report, which have not been adjusted since Fiscal Year 2014.
- 3. The operations and maintenance expenses budgeted for Fiscal Year 2020 for sanitation service are projected for the five (5) years of the Study Period using various escalation factors. These escalation factors and the resulting operating cost projections are shown on Tables 2 and 3, respectively. The projected operating expenses were developed for the Study Period as follows:
  - a. Based on discussions with the Town staff, labor- and personnel-related costs other than health insurance are projected to increase 3.5% annually. The cost of employee health insurance paid by the Town is escalated by 8.0% annually to reflect higher increases, compared to general labor escalation, in insurance costs over the next several years.
  - b. Budgeted Fiscal Year 2020 operating expenses such as operating supplies, training and travel are projected to increase from current budgetary levels at an annual rate of inflation of approximately 2.6%. The forecast of inflation was based upon Consumer Price Index for All Urban Consumers ("CPI") forecasts prepared by the Congressional Budget Office ("CBO") as contained in "The Budget and Economic Outlook: 2020 to 2030" report and was published in January 2020.
  - c. The cost of replacing sanitation vehicles and equipment repairs are projected to increase by 5.0% annually based on recent historical expenditures and discussions with Town staff.
  - d. The Town disposes of waste at facilities owned by Palm Beach County Solid Waste Authority and is charged disposal fees. Disposal fees charged for the disposal of solid waste currently account for approximately thirteen percent (13.0%) of total System operating expenses and are projected to increase 3.0% annually.
- 4. The projected capital expenditures for the sanitation system are based on vehicle replacements plans provided by Town staff. The plan assumes that the unit cost of new replacement vehicles is projected to increase in cost by five percent (5.0%) per year. The System is projected to spend \$394,500 per year on average for vehicle and equipment replacement. Table 4 sets forth the projected capital expenditures. It is assumed that

- expenditures for vehicle replacements are financed through capital leases. The projected expenditure for recycling carts of \$135,000 is assumed to be financed with an internal loan from the Town's general fund reserves to be repaid over five years.
- 5. The Fiscal Year 2021 revenue requirements includes transfers to the Town's general fund of approximately \$536,000 to cover the System's allocated administrative overhead costs. Based on discussions with staff, these indirect cost transfers are projected to increase at three and one-half percent (3.5%) annually throughout the Study Period.
- 6. The sanitation system does not currently have any operating cash reserves. In order to meet day-to-day funding needs as well as to cover any unexpected fluctuations in expenditures. Based on discussions with Town staff, a minimum operation reserve fund balance equal to sixty (60) days operating revenues or approximately \$305,000 is targeted to be achieved during the Study Period.
- 7. Amounts associated with depreciation and amortization expenses have not been recognized in this analysis. While a component of the enterprise fund's income statement, these expenditures are non-cash in nature and are not considered as revenue requirements for ratemaking purposes under a publicly owned utility system basis (publicly owned utilities' rates are based on a cash expenditure basis). Therefore, such depreciation amounts have not been recognized as revenue requirements to be recovered from rates for the Study Period. Summary of Net Revenue Requirements.
- 8. Approximately \$108,000 of sanitation labor costs are allocated to grounds maintenance based on the periodic assessment of certain employees to the ground's maintenance function.
- 9. It is assumed that the Town will receive approximately \$12,000 for each garbage truck replaced in the Study Period.

Based upon the assumptions used to prepare the System's financial forecast regarding operating expenses, capital requirements, general fund transfers, and rate increases, the projected net revenue requirements of the System that are estimated to be recovered from user rates are summarized on Figure 2.

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Figure 2



As can be seen on Figure 2, the projected net revenue requirements estimated to be recovered from sanitation rates for the Study Period are anticipated to increase from \$1,847,378 in Fiscal Year 2021 to \$2,343,930 in Fiscal Year 2025, which is an increase of approximately 6.0 per year. The primary reasons for these increases are: i) projected inflationary increases in operating and vehicle replacement expenditures; and ii) increased disposal fees.

#### ADEQUACY OF SANITATION RATE REVENUES

Based on the forecast of revenues and revenue requirements for the sanitation system and the assumptions and considerations set forth herein with respect to the estimation of System net revenue requirements, the System-wide rate adjustments are projected as follows:

**Proposed Rate Adjustments** 

Fiscal Year	Percent	Amount
2021	9.0%	\$151,938
2022	5.0%	\$91,680
2023	5.0%	\$96,264
2024	5.0%	\$101,077
2025	5.0%	\$106,131

The proposed residential rates for Fiscal Year 2021 are summarized as follows:

Proposed Annual Rates for Residential Sanitation Service

Service Type	Existing Rate
Single-Family	\$234.88
Mobile Home	\$234.88
Multi-Family per Unit (less than 5 Units)	\$234.88
Multi-Family per Unit (greater than 4 Units)	\$159.00

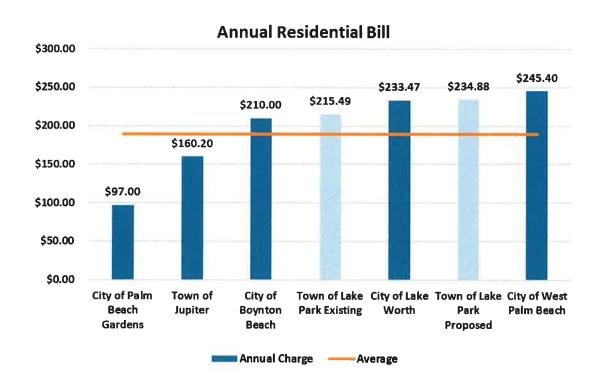
The proposed sanitation rates for commercial dumpster service for Fiscal Year 2021 are as follows:

**Proposed Commercial Dumpster Rates** 

			Three	Four	Five
Cubic Yards	Once/Week	Twice/Week	Times/Week	Times/Week	Times/Week
0.5	\$20.21	\$40.43	\$60.64	\$80.86	\$100.50
2.0	\$80.99	\$161.77	\$242.64	\$323.54	\$404.43
3.0	\$121.33	\$242.64	\$363.97	\$485.29	\$606.62
4.0	\$161.77	\$323.54	\$485.29	\$647.09	\$808.86
6.0	\$242.64	\$485.29	\$727.93	\$970.63	\$1,213.24
8.0	\$323.54	\$647.09	\$970.63	\$1,294.18	\$1,617.72

#### Sanitation Rate Comparisons

In order to provide additional information regarding the Town's proposed sanitation system rates, a comparison of the proposed single-family residential rates for the Town and those charged by other Palm Beach County solid waste systems was prepared. Reasons for differences among rates may be due to: i) the types and frequency of waste collection; ii) whether a system has automated collection service; iii) the fuel source for the vehicles; iv) disposal options and fees; v) density of the service area; and vi) the age of fleet and facilities.



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#### CONCLUSIONS AND RECOMMENDATIONS

Based on our studies, assumptions, considerations, and analyses as summarized herein, we are of the opinion that:

- 1. The Town's existing rates for sanitation service are not projected to be sufficient to recover the projected System costs and financial requirements for the Study Period.
- 2. In order to meet the projected revenue requirements of the System, it is recommended that the Town consider a rate increase of nine percent (9.0%) for Fiscal Year 2021 followed by adjustments of five percent (5%) annually for Fiscal Years 2022 through 2025.
- 3. Property value enhancement due to Town's provision of sanitation services due to elimination of health hazards, promotion of cleanliness and safety, and aesthetics should exceed the overall cost of the assessments. Therefore, the service represents a special benefit.
- 4. Proportionality of the assessments upon benefitted properties, as previously established in Resolution No. 20-07-14, has been preserved.
- 5. The Town should periodically review the adequacy of sanitation rates over the course of the Study Period to ensure revenue sufficiency in years subsequent to Fiscal Year 2021.

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#### TOWN OF LAKE PARK, FLORIDA

#### **SANITATION RATE STUDY**

#### LIST OF TABLES

Table No.	Description
1	Projected Solid Waste System Revenue Requirements
2	Summary of Projected Escalation Factors
3	Projection of Solid Waste Operating Expenses
4	Capital Improvement Program Funding Plan

#### Table 1 Town of Lake Park, FL Sanitation Utility Rate Study

#### Projected Solid Waste System Revenue Requirements

Line			Project	ted Fiscal Year	Ending Septer	mber 30	
No.	Description	2020	2021	2022	2023	2024	2025
1	Operating Expenses Total Operating Expenses	\$1,672,909	\$1,615,196	\$1,674,006	\$1,719,374	\$1,774,690	\$1,856,925
	Debt Service Payments: [2] Existing Debt						
2	Existing Debt	\$327,747	\$207,130	\$63,654	\$63,654	\$63,654	\$63,654
3	Total Existing Debt Service Payments	\$327,747	\$207,130	\$63,654	\$63,654	\$63,654	\$63,654
	Proposed Debt Service: [3]	*-					
4	Capital Lease 1	\$0	\$73,166	\$73,166	\$0	\$0	\$0
5	Capital Lease 2	0	0	0	139,747	139,747	139,747
6	Capital Lease 3	0	0	0	0	97,990	97,990
7	Capital Lease 4	0	0	0	0	0	152,848
8	Internal Loan - Carts	\$0	\$23,386	\$31,182	\$31,182	\$31,182	\$31,182
9	Capital Lease 5	0	0	0	0	0	0
10	Total Proposed Debt Service Payments	\$0	\$96,552	\$104,347	\$170,929	\$268,918	\$421,766
11	Total Debt Service Payments	\$327,747	\$303,682	\$168,001	\$234,583	\$332,572	\$485,420
	Other Revenue Requirements:						
12	Transfer to General Fund [4]	\$260,000	\$0	\$0	\$0	\$0	\$0
13	Transfer to Capital / R&R Fund	\$200,000 0	0	0	.ju	0	30
14		_		-	•	_	•
	Transfer To/(From) Operating Reserves [5]	(243,000)	0	76,285	76,285	76,285	76,285
15	Total Other Revenue Requirements	\$17,000	\$0	\$76,285	\$76,285	\$76,285	\$76,285
16	Gross Revenue Requirements	\$2,017,656	\$1,918,878	\$1,918,292	\$2,030,241	\$2,183,547	\$2,418,630
	Less Income and Funds from Other Sources:						
17	Other Operating Revenue [6]	\$71,500	<b>\$7</b> 1,500	\$71,500	\$71,500	\$71,500	\$71,500
18	Interest Income [7]	7,200	0	800	1,600	2,400	3,200
19	Total Other Revenues	\$78,700	\$71,500	\$72,300	\$73,100	\$73,900	\$74,700
20	Net Revenue Requirements	\$1,938,956	\$1,847,378	\$1,845,992	\$1,957,141	\$2,109,647	\$2,343,930
	Revenue from Solid Waste Rates:						
21	Collection Revenue from Existing Rates [8]	\$1,682,200	\$1,682,200	\$1,682,200	\$1,682,200	\$1,682,200	\$1,682,200
22	Prior Year Rate Adjustments	0	0	151,398	243,078	339,342	440,419
23	Collection Revenue Before Current Year Adjustments	\$1,682,200	\$1,682,200	\$1,833,598	\$1,925,278	\$2,021,542	\$2,122,619
24	Revenue Surplus / (Deficiency)	(256,756)	(165,178)	(12,394)	(31,863)	(88,105)	(221,311)
25	Percent of Current Year Rate Revenue	-15.26%	-9.82%	-0.68%	-1,66%	-4.36%	-10.43%
	Current Year Rate Adjustments						
26	Current Year Rate Adjustment	0.00%	9.00%	5.00%	5.00%	5.00%	5.00%
27	Effective Month	Oct.	Oct.	Oct	Oct	Oct.	Oct
28	% of Current Year Effective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
29	Total Revenue from Current Year Adjustments	\$0	\$151,398	\$91,680	\$96,264	\$101,077	\$106,131
30	Collection Revenue After Rate Adjustments	\$1,682,200	\$1,833,598	\$1,925,278	\$2,021,542	\$2,122,619	\$2,228,750
31	Total Revenue After Rate Adjustments	\$1,682,200	\$1,833,598	\$1,925,278	\$2,021,542	\$2,122,619	\$2,228,750
32	Revenue Surplus/(Deficiency)	(\$256,756)	(\$13,780)	\$79,286	\$64,401	\$12,972	(\$115,180)
33	Percent of Rate Revenues	-15.26%	-0.75%	4.12%	3,19%	0.61%	-5.17%
		15,2070	0.7570	1.12/0	3,1770	0.0170	3,1770

Tab. 2
Town of Lake Park, FL
Sanitation Utility Rate Study

#### **Summary of Projected Escalation Factors**

Line		Escalation		Fiscal Yea	r Ending Septem	ber 30,	
No.	Description	Reference	2021	2022	2023	2024	2025
	Expense and Revenue Factors						
1	General Inflation (CPI) [1]	Inflation	1.0240	1.0260	1.0260	1.0260	1.0260
2	Labor and Benefits [2]	Labor	1.0300	1.0350	1.0350	1.0350	1.0350
3	Contractual Services	Contractual	1.0240	1.0240	1.0240	1.0240	1.0240
4	Health Insurance [2]	Health-Ins	1.0500	1.0800	1.0800	1.0800	1.0800
5	Repair and Maintenance [2]	Repair	1.0500	1.0500	1.0500	1.0500	1.0500
6	Constant	Constant	1.0000	1.0000	1.0000	1.0000	1.0000
7	Eliminate	Eliminate	0.0000	0.0000	0.0000	0.0000	0.0000
8	Tipping Fees	Disposal	1.0300	1.0300	1.0300	1.0300	1.0300
	Cumulative Capital Factors [3]						
9	Inflation	Inflation	1.0000	1.0260	1.0530	1.0800	1.1080
10	No Assumed Escalation	None	1.0000	1.0000	1.0000	1.0000	1.0000
11	Capital Outlay	Outlay	1.0000	1.0350	1.0710	1.1080	1.1470
12	ENR Index	ENR	1.0000	1.0300	1.0610	1.0930	1.1260
13	Marginal Increase	Marginal	1.0000	1.0100	1.0200	1.0300	1.0400
14	Vehicles [2]	Vehicle	1.0000	1.0800	1.1660	1.2590	1.3600

#### Footnotes:

<sup>[1]</sup> Estimated based on projections from "Budget and Economic Outlook: 2018 to 2028", published by the Congressional Budget Office in January 20

<sup>[2]</sup> Based on discussions with City staff.

<sup>[3]</sup> Capital escalation factors are not assumed for Fiscal Year 2020 as the provided capital plan was developed near the start of Fiscal Year 2020.

Ta Town of Lake Park, FL Sanitation Utility Rate Study

#### Projection of Solid Waste Operating Expenses

Line		Adjusted	Escalation		Fiscal Y	ear Ending Septen	nber 30,	
No.	Description	2020	Reference	2021	2026	2027	2028	2029
	S. P. L. W. C. C. C. D. C.							
	Solid Waste Utility Operating Expenses							
	Personnel Services:							
1	Regular Salaries and Wages Salaries	\$371,963	Labor	\$384,683	\$456,883	\$472,874	\$489,424	\$506,554
2	Overtime	10,000	Labor	11,500	13,658	14,136	14,631	15,143
3	Reclassified Wages/Allocated to Parks for Maintenance Services	125,226	Labor	(108,000)	(160,278)	(165,888)	(171,694)	(177,703
4	Opt Out Payment	4,728	Labor	4,728	5,615	5,812	6,015	6,226
5	Payroll Taxes Employer FICA and Medicare	28,059	Labor	30,311	36,000	37,260	38,564	39,914
6	Retirement Contributions	26,222	Labor	25,767	30,603	31,674	32,783	33,930
7	Retirement Contributions Town Match	10,758	Labor	11,493	13,650	14,128	14,622	15,134
8	Health Insurance	86,291	Health-Ins	105,775	155,418	167,852	181,280	195,782
9	Health Insurance - Dental and Vision	3,924	Health-Ins	3,576	5,254	5,675	6,129	6,619
10	Life Insurance	1,014	Health-Ins	1,047	1,538	1,661	1,794	1,938
11	Disability Insurance	2,878	Labor	3,439	4,084	4,227	4,375	4,529
12	Workers Compensation						,	,
12	workers compensation	20,228	Labor	20,228	24,025	24,865	25,736	26,636
13	Total Personnel Services	\$691,291		\$494,547	\$586,452	\$614,277	\$643,660	\$674,702
	Operating Expenses:							
14	Disposal Services- Garbage	\$234,000	Disposal	\$241.020	\$279,408	\$287,790	\$296,424	\$305,317
15	Administrative Fee	145,000	Eliminate	0	0	0	0	0
16	Contract Services	26,080	Labor	26,862	31,904	33,021	34,176	35,373
17	Travel and Per Diem - Travel	500	Inflation	512	581	595	609	624
18	Telephone	2,400	Inflation	2,458	2,789	2,856	2,924	2,994
19	Freight and Postage Services - Postage	1,500	Inflation	1,536	1,743	1,785	1,828	1,871
20	Rentals				,	,	,	,
21	Capital Leases	7,400	Inflation	7,578	8,598	8,805	9,016	9,233
	*	5,432	Constant	5,432	5,432	5,432	5,432	5,432
22	Utility Services - Recycling	0	Disposal	0	0	0	0	0
23	Insurance - ISF: Risk Management	26,514	Inflation	27,150	30,808	31,547	32,305	33,080
24	Repair and Maintenance Services - ISF: Fleet Maintenance	82,192	Repair	86,302	110,145	115,652	121,435	127,507
25	Repair and Maintenance Services - Parts and Supplies	89,200	Repair	93,660	119,537	125,513	131,789	138,378
26	Repair and Maintenance Services - Repairs and Maintenance	0	Repair	0	0	0	0	0
27	Printing and Binding	0	Inflation	0	0	0	0	0
28	Advertising	4,000	Inflation	4,096	4,648	4,759	4,874	4,991
29	Uniforms	4,400	Inflation	4,506	5,113	5,235	5,361	5,490
30	Office Supplies - Office Supplies	300	Inflation	307	349	357	366	374
31	Operating Supplies	4,200	Repair	4,410	5,628	5,910	6,205	6,516
32	Fuel	51,000	Inflation	52,224	59,260	60,682	62,138	63,630
33	Small Tools	2,500	Inflation	2,560	2,905	2,975	3,046	3,119
34	Containers	35,000	Inflation	35,840	49,769	50,963	52,186	53,439
35	Training	0	Inflation	0	0	0	0	0
36	Total Operating Expenses	\$721,618		\$596,452	\$718,616	\$743,878	\$770,114	\$797,366
	Other Operating Income/ Expenses:							
37	Indirect Cost Allocation - General Fund Expense	\$260,000	Labor	\$536,197	636,834	659,123	682,192	706,069
	Other Income/Vehicle Salvage			(\$12,000)	·			
38	Total Other Nonoperating Uses - Proprietary Funds	\$260,000		\$524,197	\$636,834	\$659,123	\$682,192	\$706,069
39	Total Sanitation Fund	\$1,672,909		\$1,615,196	\$1,941,901	\$2,017,277	\$2,095,966	\$2,178,137
40	Total Adjusted Solid Waste Fund	\$1,672,909		\$1,615,196	\$1,941,901	\$2,017,277	\$2,095,966	\$2,178,137
		51,5.2,505			,- /-,	,	,_,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

Town of Lake Park, FL Sanitation Utility Rate Study

#### Capital Improvement Program Funding Plan [1]

Line		Escalation	Funding	Adjusted	Fiscal Year Ending September 30,			10-Year		
No.	Description	Reference	Source	2020	2021	2022	2023	2028	2029	Total
	CAPITAL IMPROVEMENT PLAN									
1	Dumpster Enclosure	Vehicle	Operating	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
2	Clam Shell	Vehicle	Senior1	0	140,000	0	0	0	0	140,000
3	Clam Shell	Vehicle	Sub.2	0	0	0	0	0	0	170,000
4	Front End Loader	Vehicle	Senior2	0	0	320,000	0	0	0	320,000
5	Front End Loader	Vehicle	Senior4	0	0	0	0	0	0	350,000
6	Automated Side Loader	Vehicle	Senior2	0	0	320,000	0	0	0	320,000
7	Automated Side Loader	Vehicle	Senior4	0	0	0	0	0	0	350,000
8	Rear Loader	Vehicle	Senior3	0	0	0	187,500	0	0	187,500
9	Carts	Vehicle	Sub.1	0	0	135,000	0	0	0	135,000
10	Additional Capital Replacements	Vehicle	Rates	0	0	0	0	0	0	0
11		ENR	Rates	0	0	0	0	0	0	0
12		Vehicle	Rates	0	0	0	0	(41,500)	(81,500)	(128,500)
13	Additional Capital Replacements (Split Funding) [2]	Vehicle	Operating	0	0	0	0	41,500	81,500	128,500
						0				
	Subtotal Capital Improvement Plan			\$5,000	\$140,000	\$775,000	\$187,500	\$0	\$0	\$2,290,700
	Additional Capital Outlay	None	Rates	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	TOTAL CAPITAL IMPROVEMENT PLAN			\$5,000	\$140,000	\$775,000	\$187,500	\$0	\$0	\$2,290,700



[x] Not Required



#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Date: August 5, 2	Agenda Item No.							
Agenda Title: Resolution Authorizing and Directing the Mayor to Execute a License Agreement with SEH Lake Park LLC to Utilize Certain Town Owned Property for Parking Purpose for the Benefit of a Restaurant Known as Dunkin Donuts								
[ ] SPECIAL PRESENTATION/REPORTS [x] CONSENT AGENDA [ ] BOARD APPOINTMENT [ ] OLD BUSINESS [ ] PUBLIC HEARING ORDINANCE ON FIRST READING [ ] NEW BUSINESS [ ] OTHER:								
Approved by Town Manager Sandill Kill Lun Date: 7/24/2020								
Name/Title								
Originating Department:	Costs: \$ 0.00	Attachments:						
Town Manager	Funding Source: Acct. # [] Finance	Resolution; Copy of New License Agreement; and, Copy of 2010 License Agreement						
Advertised: Date: Paper: [x] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone  Or Not applicable in this case _BMT						

Please initial one.

#### Summary Explanation/Background:

At its August 18, 2010 meeting, the Commission approved the License Agreement between the Town of Lake Park and DB Real Estate Assets I LLC for permission to utilize certain Town owned property adjacent to the Dunkin Donuts restaurant on Federal Highway for parking purposes. Such License Agreement, entered into on September 20, 2010, will expire on August 31, 2020.

The purpose of this agenda item is to approve a new ten-year License Agreement between the Town and SEH Lake Park LLC for permission to utilize the same Town owned property for parking purposes for the benefit of Dunkin Donuts restaurant for an annual rent of \$10,247.85.

A copy of the 2010 License Agreement and the new License Agreement are attached.

Staff recommends approval.

Recommended Motion: I move to approve Resolution  $\underline{53-08-20}$ .

#### **TOWN MANAGER COMMENTS**



#### **AUGUST 5, 2020 - TOWN COMMISSION MEETING**

#### **COVID-19 UPDATE**

This is to let you know that according to the Florida Department of Health website there are 117 cases of COVID-19 for the Town Lake Park according to data through 8/4/2020 and as verified as of today at 9:25 a.m.

#### **BACK TO SCHOOL EXTRAVAGANZA**

The Town of Lake Park will host its annual Back to School Extravaganza on Saturday, August 8<sup>th</sup> from 10:00 am to 1:00 pm at Town Hall. This year's event will be a drive-up event only. All participants must pre-register to receive a backpack filled with school supplies. For more information on registration, sponsorship, donating supplies or becoming an event volunteer please contact the Special Events Department at 561-840-0160.

#### **COMMUNITY DEVELOPMENT**

In follow-up to the discussions held with Bill Reichel, staff conducted some research on Boat Sales along Northlake Boulevard. It seems North Palm Beach and Palm Beach Gardens staff are open to the idea of having boat sales on a smaller lot size as long as certain land development regulations related to circulation, landscaping and design are incorporated so that impacts are reduced. The entities understand that boats are larger than cars and smaller lot sizes will mean reduced inventory (and perhaps additional design difficulty), but this would be up to the individual operator to determine how many boats can fit within any given lot based on the criteria developed in the Code. While Palm Beach County never responded to the additional questions we asked regarding their Code (since they already incorporated a similar mechanism in 2015), they (staff) seem to also agree that the Town can somehow develop our own criteria to make this work in our Code. While all entities seem to understand the intent of the Northlake Boulevard Overlay Zone (NBOZ), being that it was created to develop the entire corridor in a unified manner, it seems they also believe a text amendment is possible by the individual municipality given that all of our underlying Codes always differed in several ways and the intent of the NBOZ was to also take into account the individual underlying municipal Codes as well. While this is different than how most overlays function, this is the way it was structured and it seems the staff in all the municipalities agree we should be able to accomplish this in our underlying zoning district. With this being said, is the Town Commission amenable to staff bringing forward text amendments to the C-1 zoning district that would allow boat sales on smaller lot sizes, contingent on certain criteria, while still keeping it as a special exception use category?

#### LAKE PARK LIBRARY

The Lake Park Public Library has one teenager who has successfully completed the Teen 2020 Imagine Your Story and we are hoping to continue to add people to our Summer Reading and Discovery Programs. The programs are for ALL ages so adults and children under 5 can join in the fun too. There are quite a few virtual programs that you can join in on at any time.

The Library is working on the new Fall Reading and Discovery Program continuing with our theme of Imagine Your Story and adding additional things to do.

Patrons may access e-books and audiobooks using CloudLibrary and Libby, contact the library for information. Adults may also obtain an e-book only card. This can be updated to be able to check out items from the library by coming into the library with a current driver's license or state ID card. For more Library information call 561-881-3330 or visit www.lakepark-fl.gov

# TAB 3



Meeting Date: August 19, 2020

#### **Town of Lake Park Town Commission**

#### Agenda Request Form

<u>Agenda</u>	Title:	<b>Notification</b>	of Priority	Stormwater	Pipe	Issue:	<b>Analysis</b>	of	the	72inch

Agenda Item No.

"Southour Outfall" Condition and Criticality and Old Lake Chara Dridge								
"Southern Outfall" Condition and Criticality, and Old Lake Shore Bridge								
[] SPECIAL PRESENTATION/REPORTS [X] CONSENT AGENDA [] BOARD APPOINTMENT [] OLD BUSINESS [] PUBLIC HEARING ORDINANCE ON READING [] NEW BUSINESS [] OTHER:								
desta								
Richard Scherle / Public Works Director								
Richard Schene / Equilic Works Director								
Originating Department:	Costs: TBD	Attachments:						
Public Works	Funding Source: Stormwater Fund	Technical Memorandum     Received from WRMA						
	Acct. # TBD	(Stormwater Engineering						
	[] Finance	Consultants) Dated						
		August 6, 2020 2. Email Response from James Poole – FDOT						
		District 4 Drainage Engineer						
Advertised: Date: Paper:	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone Or Not applicable in this case						
[X] Not Required	22 miles ducto so on agonad.	Please initial one.						

#### **Summary Explanation/Background:**

On August 6, 2020, the Public Works Department received the attached technical memorandum from the Town's professional Stormwater engineering consultant – Water Resources Management Associates – as prepared by Raul Mercado, PE, CFM. The purpose of this agenda item is to provide notification to the Commission of the receipt of this technical memorandum, which should be reviewed in its entirety. Raul Mercado, PE, CFM, will be present to discuss the attached technical report which he prepared, and to help the Commission consider

### the appropriate path forward towards rehabilitation of the critical infrastructure assets summarized below and within the attached report:

The memorandum describes newly performed condition and criticality analyses of the "Southern Outfall" and old Lake Shore Bridge, which is located just north of the marina entryway. These analyses were recently completed as part of the Town's new Stormwater Master Plan project, and present new information that requires urgent attention. There are critical infrastructure components that have recently been found to be at "high-risk" of future failure, partially due to the age of these assets. These assets are also considered to have high criticality in terms of the consequences of failure, which is discussed in more detail within the attached report. As such, our engineers are recommending that the Town take immediate action to mitigate the known risk. The attached technical memorandum includes details on the analysis, with recommendations for an expedited design for rehabilitation.

It is important to note that the Florida Department of Transportation shares some responsibility with respect to this infrastructure, because the outfall is shared by their Stormwater discharge system which currently services the US1 corridor. Per the analysis performed by the Town's consultants, it has been determined to be reasonable and appropriate to apportion a 50% responsibility to FDOT on all costs related to the rehabilitation project. Communication with FDOT commenced immediately upon receipt of this technical memorandum. Also attached to this agenda item is a copy of FDOT's initial response, which was received from James Poole, who is FDOT's District 4 Drainage Engineer.

In FY2020-2021, the Town had planned to budget funds (approximately \$360,000) to address upstream rehabilitation of the 60" trunk line that flows through the Southern Outfall. Our engineers are recommending that these funds be reallocated/re-budgeted to this new rehabilitation project which has been deemed to rank as higher priority due to the recently completed condition and criticality assessment.

<u>Recommended Motion:</u> N/A (The Commission may wish to authorize emergency work to WRMA to begin design work, pending the outcome of discussion associated with this Agenda Item)



#### TECHNICAL MEMORANDUM TOWN OF LAKE PARK

#### **SOUTHERN 72-INCH OUTFALL PRIORITY REHABILITATION PROJECT**

Subject:

Analysis of the 72-inch Outfall Condition and Criticality

Date:

August 6, 2020

To:

Richard Scherle, Public Works Director

From:

Raul Mercado, PE, CFM (WRMA)

Copy to:

John Wylie, Stormwater Department

Dear Mr. Scherle,

During a routine O&M inspection in 2019, a localized soil subsidence was observed at a grassy area near the seawall at the Town's marina and in the vicinity of the 72" CMP outfall discharging through the seawall. Further investigations indicated that the substance was aligned with the outfall pipe conduit and a visual inspection or CCTV was commissioned to a third party (Underwater inspection contractor). The Southern Outfall and its contributory drainage area is shown in **Figure 1**.



Figure 1. Southern Outfall and Drainage Area

Figure 1 indicates that the Southern Outfall discharges untreated runoff from a 445.82-acre catchment area. The 72" CAP outfall drains approximately 45% of the Town's watershed area to the Lake Worth Lagoon.

Results of the visual and camera condition assessment inspection indicated that the soil substance was found to occur proximately 50 feet from the seawall due to a 17-inch soffit pipe joint separation that



allowed the pipe to exfiltrate and create the wetness. This stormwater asset defect was considered to be a localized structural defect with medium risk that required a point repair. Figure 2 is a WRMA plan sheet showing the location and extent of the 72" CAP point repair.

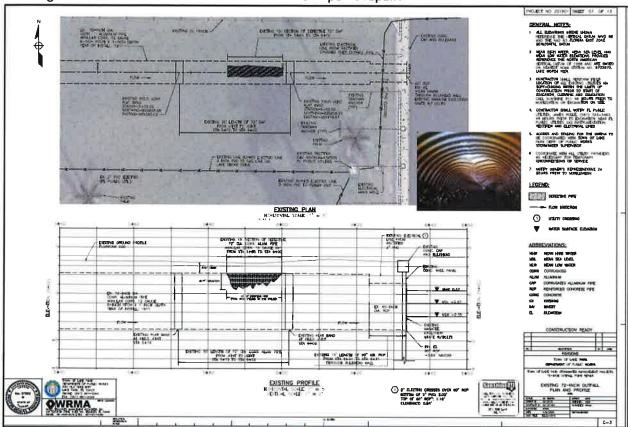


Figure 2. 72"CAP Point Repair Plans

The point repair was performed by replacement of the top quarter pipe with an in-kind corrugated metal pipe. The replacement section was bolted and welded to the existing pipe, overlaid with filter fabric, and backfilled to grade.

Further findings of the point repair condition assessment of the Southern Outfall required the preparation of a more detailed assessment of the outfall through the application of Asset Management-based Condition and Criticality methodology. As part of the Town's 2019 Stormwater Masterplan Update, WRMA is applying Asset Management principles for prioritization of Operations and Maintenance activities (O&M), and Capital Improvement Program (CIP) implementation of the Town's stormwater assets.

#### Asset Management Planning Approach for Operations & Maintenance of Stormwater Assets

Strategic Asset Management (AM) provides a framework for the Town of Lake Park to adopt a systematic planning approach for dealing with problems related to Operations & Maintenance. Asset Management also provides the tools and rationale for asset renewal (Repair, Rehabilitation, or Replacement) by a determination of Condition and Criticality (C & C). In determining C & C, two questions are important.

- 1. How likely the asset is it to fail (Condition)?
- 2. What is the consequence if the asset does fail (Criticality)?



Asset Condition is one of the most important factors in determining an asset's likelihood of failure. As the asset's condition deteriorates, it will become much more likely to fail. Therefore, it is important, to make the best attempt possible to give the assets a reasonable condition assessment. The condition assessment should also be updated over time so that criticality can likewise be updated. Assets given a poor or fair condition rating are more likely to fail than those given an excellent or good rating. When the asset condition is combined with other factors, the community can begin to make predictions regarding the likelihood of a given asset failing.

Establishing the likelihood of asset failure entails determining the probability that an asset will fail by considering these key factors:

- 1. Asset Condition
- 2. Asset Age
- 3. Size, Type, & Material
- 4. Operational History
- 5. Capacity

#### 1. Condition Assessment of the Existing 72" CAP Southern Outfall

The CCTV Condition Assessment of the 72" CAP outfall was performed with a camera via CCTV and also via a walkthrough of the 72" outfall at low tide. The assessment indicated that that a 600 feet section of the outfall extending from just west of Lake Shore Drive to the seawall was found to have significant substructural and structural defects (Including the point repair above).

A more significant stormwater asset defect was located at the pipe crossing of Lake Shore Drive. The pipe was initially classified as having a 21-inch longitudinal deflection just before the Lake Shore Drive crossing. Further, As-Built investigations indicated that the longitudinal deflection was instead an arch transition prior to entering the remnants of a bridge at Lake Shore Drive (i.e. from round to arch). Figure 3 shows the location of the buried bridge at Lake Shore Drive.



Figure 3. Old Bridge Railings at Buried Lake Shore Dr Bridge



Originally, the bridge was placed at the Lake Shore Drive crossing of a ditch discharging to the Lake Worth Lagoon in the 1940's. At some point in the early 1970's the ditch was filled and the 72- inch round outfall pipe was fitted through the bridge abutments and low chord which necessitated a transition from round to arch. A similar arch transition was found exiting the old bridge to a round 72- inch CAP. **Figure 4** shows the transitions found on plans (Circa 1970's).

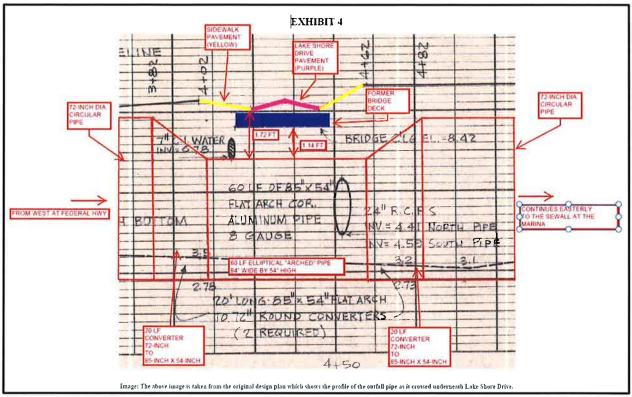
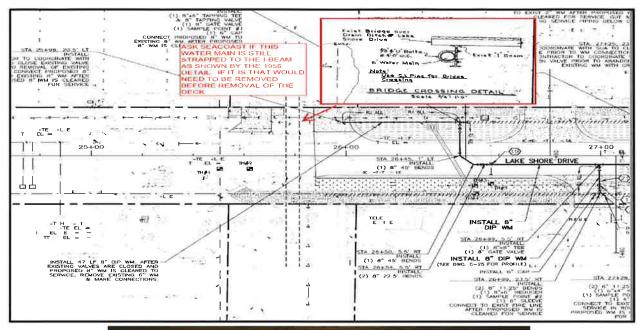


Figure 4. Round to Arch and Arch to Round Transitions at Lake Shore Drive Bridge Crossing

The bridge remnants being underground, inspection of the bridge have not been performed by either the Florida Department of Transportation, Palm Beach County or the Town of Lake Park. No records or plans were found for the bridge but historical records indicate the its was built when Lake Shore Drive was extended south across an existing ditch in the 1940's or 1950's.

WRMA requested that the Town O&M perform a dig at the southeastern corner of the bridge abutment to observe the condition of the abutments and the deck. Results from the dig indicated that there was an empty space between the CAP crown and the low chord of the bridge. A 6" water utility main was observed fastened to the bridge low chord I-beam. There is a minimal 1.0 feet cover between the top of Lake Shore Drive and the bridge deck. **Figure 5** shows the water line in the empty space between the bridge low cord and the crown of the 72" CAP.





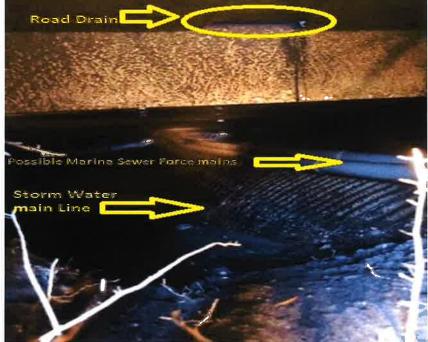


Figure 5. Undersize of old Lake Shore Drive Bridge

Another key factor that will affect the condition of the 72" CAP outfall is the proposed construction of the Nautilus 211 Highrise Condominium (23 story) building less than 200 feet south of the 72" CAP pipe. Figures 6 and 7 shows the location and the type of building for the proposed Nautilus 211 project to be underway in the next 2-3 months.





Figure 6. Proposed Nautilus 211 Highrise Condominium Building

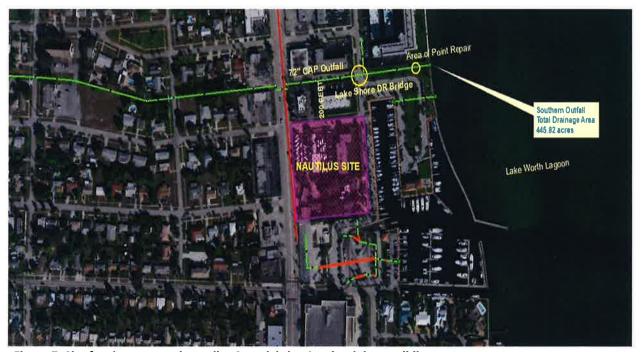


Figure 7. Site for the Proposed Nautilus 211 Highrise Condominium Building

WRMA will recommend that heavy truck traffic not be allowed along Lake Shore Drive at the crossing of the 72" CAP outfall. Even with the best proactive measures in place, it is expected that related Condo construction activities will impact the roadway and the linear sewer infrastructure in the area. Soil consolidation and vibration will have the potential of accelerating the 72" CAP Outfall condition structural degradation.



FDOT plans from 1969 indicate that the 72" CAP Outfall was connected to the then existing Box Culvert headwall with a brick and mortar transition (from rectangular to round). This is a 50-year old transition construction arrangement, highly exposed to nearby subsurface impacts of high-rise construction. The prefabricated round to arch metal transition and the old bridge deck, consisting of 75 year I-beans, could also be adversely affected by vibration from nearby high-rise construction activities.

#### 2. Asset Age

The Southern Outfall segment was built at the time of enclosure of a ditch extending between US Highway 1 and the Lake Worth Lagoon (LWL) seawall in the early 1970's (Approximately 50 years). As best as it can be determined from historical records, the Lake Shore Drive Bridge was built between 1940 and 1950.

The oldest As Built plans record of the Town Marina, from the early 1970's, already show the buried Lake Shore Bridge over the ditch subsequently enclosed with the 72" CAP. Regardless, the bridge age is approximately 75 years (2020-1945), or at the end of the life of a steel I -beam with precast concrete deck bridge. **Figures 8 and 9** show the bridge and the ditch in the early 1970's.

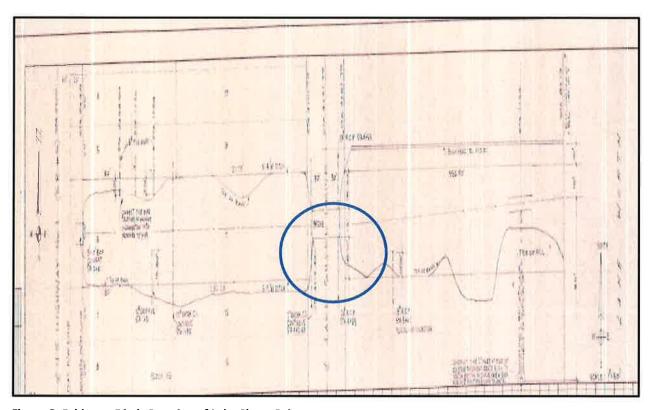


Figure 8. Bridge at Ditch Crossing of Lake Shore Drive



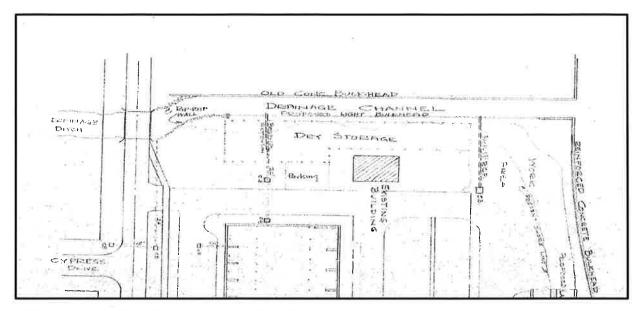


Figure 9. Drainage Channel at Lake Shore Drive Bridge

Further examination of Florida Department of Transportation (FDOT) As Built plans for US Highway#1 along the Town of Lake Park jurisdiction were requested to assess the crossing of the Southern Outfall through the US Highway 1 Right-of Way (ROW). Two sets were reviewed. A 2003 set of plans for resurfacing of the US Highway throughout the Town showed a 60" CMP outfall crossing the US Highway 1 ROW. However, a 1969 set of plans for the placement of stormsewers and inlets along US #1 along the Town of Lake Park jurisdiction indicates the removal of an existing 60" CMP and the construction of a 10' x 7 ' reinforced concrete box culvert with headwalls at the ditch location. **Figure 10** shows the notation for the box culvert installation.

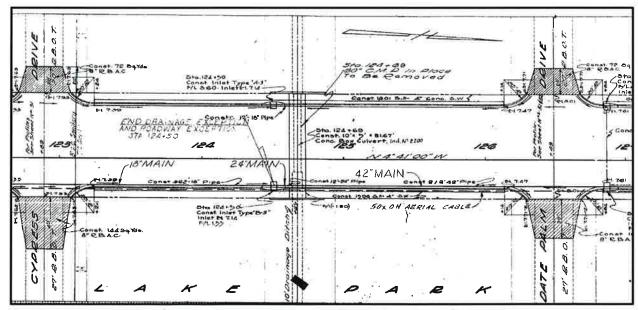


Figure 10. FDOT 1969 Plans for US Highway#1 Drainage Installation along Town of Lake Park



The FDOT 1969 plans confirmed that a box culvert was placed across US Highway #1 to discharge the Southern Outfall flows into an existing ditch. The age of the FDOT box culvert asset would be approximately 50 years (2020-1969).

#### 3. Type (Size & Material)

Size is an important element of C & C analysis because the larger the pipe the more flow is carried. Failure of a large diameter pipe is typically associated with major flow bypass costs and associated repairs.

Type of material relates to the ability of the conduit to withstand weather and soil chemistry adverse impacts. From most resistant to less, the following pipe materials perform better over time: RCP, HDPE, CAP, CMP.

The Southern Outfall is a 72" Corrugated Aluminum Pipe (CAP) conduit.

#### 4. Operational History

In C & C analysis, it is very important to know the number of repair work orders that have been issued to perform repairs of the stormwater asset under consideration. These are activities beyond the proactive inspections of the stormsewer system.

The Public Works Department is in the process of implementing a CIPP lining project for various segments of the Southern Outfall, upstream of the US Highway #1 right-of-way identified as having sub-structural defects. The PWD records indicate that the outfall portion east of the US Highway #1 right-of-way has undergone multiple unscheduled repairs mostly for illegal irrigation/stormwater connections as observed during the walkthrough inspection. The last incident involved the previously aforementioned point repair.

#### 5. Capacity

Capacity relates to the ability of the stormwater asset to pass/discharge a small or large flow. The larger the flow/discharge, the more critical is the condition of the stormwater asset. Outfalls are usually designed with large pipe diameters that can discharge the bulk of the upstream watershed area peak discharge. The Southern 72" CAP Outfall has the largest diameter in the system.

The ICPR4 model recently developed for the SWMP indicates that the Southern Outfall 72" CAP flows almost full for even small storm events, and under pressure for major ones. WRMA will perform a detailed investigation of the effects of pipe area changes in the transitions from the 60" upstream of US Highway#1, through a 10' x 7' Box Culvert under US Highway #1, and at the a arch to round/round to arch Lake Shore Drive crossing. Initial H&H model results indicate significant head loss through these segments and the potential detrimental impact on the ability of the outfall to discharge the over 450 acres upstream watershed area

All the factors that have been addressed to establish the 72" CAP Southern Outfall condition have been included in a chart that represents the Condition side of the Condition & Criticality analysis matrix (**Table 1**). The Condition factors have been assigned a weight as some factors are more critical than others.



**Table 1. Condition Analysis Matrix and Scores** 

		CONDITION FAC	TORS		
Description	Data		Levels		
	Source	Data Unit	Range	Score	Weighed Score
1. Age (From installation date) (weight = 0.3)	GIS Atlas Plan Records	Years of Remaining Life	1 >75 2 (60-75) 3 (45-60) 4 (20-45) 5 <20	5	1.5
2. Type (Size) (Outside Diameter) (weight = 0.05)	GIS Atlas Plan Records	Diameter (Inches)	0.5 <12-18 1 (18-30) 1.5 (30-42) 2 (42—60) 2.5 >72	2.5	0.125
<b>Type (Material)</b> (Outer Material) (weight = 0.05)	GIS Atlas Plan Records	Material	0.5 (RCP) 1 (HDPE) 1.5 (CMP) 2 (CAP) 2.5 (Other)	2.0	0.1
3. Condition (Structural) (weight = 0.3)	Visual & Camera Video	Based on Quick MACP/PACP O&M Rating	1= Good 2 = Fair 3 =Moderate 4 = Poor 5 = Failing	4	1.2
4. Operational History (Work Orders) (weight = 0.1)	Public Works Records	Based on Quick PACP O&M Rating	1 <2 2 (2-5) 3 (5-8) 4 (8-10) 5 >10	3	0.3
5. Capacity (Flow Conveyance) (weight = 0.2)	ICPR4 H&H Model Results	Cubic Feet Per Second (cfs)	1<25 2 (25-50) 3 (50-100) 4 (100-200 5 >200	5	1.0
Weighted Score				•	Total = 4.225

The Condition Matrix score for the 72" CAP stormwater asset is 4.225

#### Criticality Assessment of the Existing 72" CAP Southern Outfall

Criticality relates to the consequence of not addressing the condition of an asset as it ages and deteriorates. It has several important functions, such as allowing a community to manage its risk and in



aiding in determining where to spend operation and maintenance dollars and capital expenditures. In terms of the consequence of failure, it is important to consider all the possible costs of failure. These include:

- 1. Cost of repair or replacement and repair/replacement costs related to collateral damage caused by the failure
- 2. Social cost associated with the loss of the asset
- 3. Legal costs related to additional damage caused by the failure
- 4. Environmental costs created by the failure
- 5. Reduction in level of service (LOS) cost

The consequence of failure can be high if any of these costs are significant or if there are several of these costs that will occur concurrently with a failure. The assets that have the greatest likelihood of failure and the greatest consequences associated with the failure will be the assets that are the most critical.

#### 1. Cost of repair or replacement & Collateral Cost

#### **Cost of Replacement**

Given the stormwater asset age and per its condition assessment, it has been established that the existing 72" CAP outfall is or has experienced sub-structural and structural defects that precludes the possibility of trenchless CIPP lining or similar techniques to restore its conveyance function. Additionally, the remaining asset life (the 72" CAP is approximately 50 years old), does not warrant a trenchless temporary CIPP fix. An open cut replacement cost will be necessary and will require the design of the following components:

- Approximately 780 feet of 72" RCP (or other applicable type) conduit from the US Highway #1 ROW to the Lake Worth Lagoon seawall.
- ➤ A water quality treatment Biodetention Facility at the Marina (i.e. The 72" will discharge into the Biodetention facility).
- > A control structure with future pump station to offset projected Sea Level Rise.

The costs of the proposed 72" Outfall replacement (and associated water quality/SLR facilities) cannot accurately be calculated until design plans and specifications become available. For purposes of planning and grant funding an estimated cost is provided:

- > 72" CAP replacement (\$1.5 Million)
  - Includes demolition of existing outfall, 600 of RCP or equivalent with associated structures, mobilization, bypass pumping, etc.), Lake Shore Road reconstruction, conflict manholes, other control structures.
- ➢ Biodetention Facility (\$1.2 Million)
  - Includes Biodetention facility construction, planting, and inflow and outflow hydraulic structures with provision for future pump station.
- > Total (Approximated) Cost: \$2.7 Million



#### Costs related to collateral damage caused by the failure

The collateral damage associated with the failure of the 72" CAP outfall due to a potential cave in of the existing lake Shore bridge deck and/or outfall conduit includes:

- Partial collapse of Lake Shore Drive road and interruption of water service to adjacent properties (i.e. an 6" water main is connected to the bridge-I-bean).
- > Temporary loss of gas service as a gas line runs along the east side of the Lake Shore Drive ROW.
- Inundation of US Highway1 right-of-way and adjacent residential and commercial properties due to the inability of the Southern Outfall to discharge to the Lake Worth Lagoon (i.e. Precluding the discharge for a 486-acre upstream watershed area including the US Highway 1 ROW.)

The aggregated costs of all these elements are:

- > Loss of business at the Marina from closure at its main entrance for a period of 3-6 months.
- > Increased costs for emergency mobilization of contractor to perform demolition and removal of debris, restore water service, and install temporary culvert connection.
- > The lack of Southern Outfall conveyance of upstream flows would require temporary bypass of flows to the south or to marina area via pumping operations. At a minimum, 92-percentile flow is required for daily bypass during emergency culvert repair work. This would translate to the use of pumps with large (Over 15") discharge capacity at thousands of dollars per week cost.
- As previously indicated, the 10' x7' Box Culvert under US Highway#1 is approximately 50 years and it has a hand-implemented brick and mortar connection to the 72" CAP conduit. The condition of this asset is unknown and WRMA is proposing to ascertain its condition by a CCTV/walkthrough as part of this project. A failure of this stormwater asset would present major challenges for bypass of upstream flows.

The combined effect of these losses would be in the hundreds of thousands of dollars as Lake Shore Drive and adjacent Marina areas would have to be closed for a minimum period of 3-6 months to perform emergency repairs.

#### 2. Social cost associated with the loss of the asset

The social cost is related to the inability of Town residents to use Lake Shore Drive for transportation as well as the use of the Marina for recreation. Local residents would also suffer temporary loss of water service.

US Highway #1 traffic could also be affected by the temporary flooding of the ROW due to the lack of discharge from the collapsed 72" Outfall (until a flow bypass scheme is adopted). This would disrupt commercial activities along the US Highway #1 corridor with temporary financial loss.

#### 3. Legal costs related to additional damage caused by the failure

Legal costs could be manifested in various ways:

- Harm to pedestrian and vehicular traffic (if travelling over Lake Shore Drive at the time of collapse)
- Loss of use of Marina, residential or commercial flooded property

The length of time of the temporary road (and business) closures would almost inevitably lead to lawsuits and engagement by Town attorneys.



#### 4. Environmental costs created by the failure

Lake Shore Drive and the 72" CAP collapse could result in the discharge of soils, sediments and debris to the adjacent Lake Worth Lagoon. Furthermore, emergency operations and bypass of flows would add additional pollutants into the LWL.

The consequence of failure also includes the avoided environmental impact benefit opportunity loss to retrofit known and documented pollutants loads to the Lake Worth lagoon for the stormwater asset. The current 72" Outfall discharges untreated runoff to the LWL from the contributory catchment area. The US Highway#1 ROW, discharging through the 72" CAP outfall at four inlets 200 feet north of Cypress Drive also does not currently include any treatment facilities and none are proposed for the upcoming FDOT resurfacing plans. Figure 11 shows the location of the US Highway #1 discharge into the Southern Outfall.

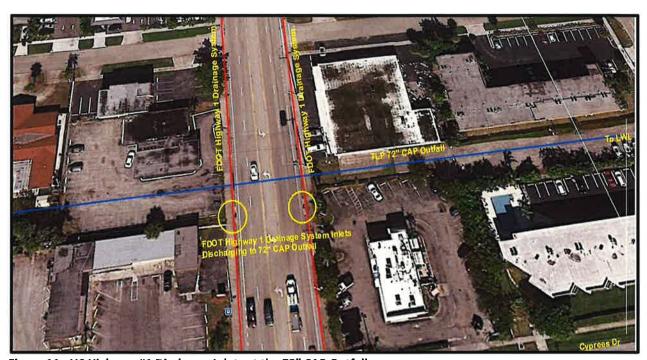


Figure 11. US Highway #1 Discharge Inlets at the 72" CAP Outfall

As a co-permittee of the Palm Beach County NPDES /MS4 permit program, where the Northern Palm Beach County Improvement District is the Lead Permittee, the Town of Lake Park collects quarterly ambient water quality data throughout the Town at four (4) designated sampling sites (Figure 12). Two of these sampling locations (#1 & #2) are located along the 72" CAP outfall to the LWI.

As required by the MS4 Permit, the Town utilizes a FDEP approved lab using NPDES-approved procedures to perform quarterly sampling at these locations for five test parameters, including Chlorophyll-A, Dissolved Oxygen (DO), Total Phosphorus (TP), Total Nitrogen (TN), and Total Suspended Solids (TSS). The four sampling locations where selected based on the type of water quality pollutant that could be generated by the land uses in the surrounding areas





Figure 12. Town of Lake Park NPDES Sampling Location Sites

#### ➤ Location 1

148 Data Palm Drive – Basin 12, Structure #103. Google Earth: 26\*47'41.25"N, 80\*3"22.30W (Samples pulled from 60" RCP outflow that leads to Lake Worth Lagoon). This sampling location is supposed to be representative of the residential district

#### Location 2

301 Federal Hwy – Basin 12, Structure #131A. Google Earth: 26\*47'41.93"N, 80\*3'13.85"W (Samples are pulled from 72" CAP outflow discharging to Lake Worth Lagoon). This sampling location is supposed to be representative of the US Highway #1 discharge to the LWL.

Monitoring data for these sampling locations indicates that the lack of any Best Management Practices (BMP's) in the form of detention/retention facilities for the 72" CAP 486 acre drainage area (including the US Highway #1 contributory drainage area), results in tons of pollutants reaching the Lake Worth lagoon.

The US Highway #1 drainage system discharging to the 72" CAP outfall flushes untreated runoff first as it is located the closest to the LW (Ie. Less than 800 feet). Figure 13 shows the US Highway#1 drainage area discharging to the LWL via the 72" CAP outfall. FDOT relies on the Town of Lake Park NPDES to address pollutant discharges from its US Highway #1 ROW (Ie. The 72" CAP outfall is not part of the FDOT NPDES permit).

For these reasons, and to mitigate any avoided environmental opportunity loss as a consequence of failure, a Biodetention facility is proposed as part of this priority stormsewer asset rehabilitation project.





Figure 13. FDOT/US Highway 1 ROW Drainage Area Discharging to 72" CAP Outfall

A failure to address these pollutants loads in any retrofit design alternatives would lead to further discharge of pollutant loads to the LWL.

Lastly, Climate Change and Sea Level Rise will impact the ability of the outfall to discharge the watershed over time. The 72" CAP Outfall pipe invert is located at approximately -3.8 feet NAVD or significantly below the water. The outfall currently lacks a flap gate or valve to offset increasing SLR-induced tides and a retrofit design would have to address this situation by placement of a valve and pump station.

#### 5. Cost Related to reduction in level of service

The failure of the 72" CAP Outfall would represent a maximum reduction in level of service flooding protection. Flooding of roadways and residential/commercial property would occur in the immediate vicinity of US Highway #1 and upstream at the location where tributary stormsewers join the main trunk line.

The impacts resulting from the Southern Outfall lack of discharge would propagate upstream as far as 6<sup>th</sup> or 7<sup>th</sup> Street.

All the factor that have been addressed to establish the 72" CAP Southern Outfall criticality have been included in a chart that represents the Criticality side of the Condition & Criticality analysis matrix. The Criticality factors have been assigned a weight as some factors are more critical than others. **Table 2** shows the Criticality Matrix analysis and scores.



**Table 2. Criticality Matrix Analysis and Scores** 

		TICALITY FACTO		-150	
Description	Data Source		Levels		-
		Data Unit	Range	Score	Weighed Score
1. Cost (Weight =0.2)	Utility & Industry Average Trade	Design, Construction & Permits	0.5<\$50,000 1 (\$50k to \$100k) 1.5 (\$100k-\$250k) 2 (\$250k – \$500k) 2.5>\$500k	2.5	0.5
2. Collateral Cost (Weight =0.2)	Analysis	Probability Of Occurrence	0.5 < 25% 1 (25 - 50%) 1.5 (50 -75%) 2 (75 - 90%) 2.5 > 90%	2.5	0.5
3. Social Cost (Weight = 0.05)	Analysis	Probability Of Occurrence	1 < 25% 2 (25 - 50%) 3 (50 -75%) 4 (75 - 90%) 5 > 90%	4	0.2
4. Legal Cost (Weight = 0.3)	Analysis	Probability Of Occurrence)	1 < 25% 2 (25 - 50%) 3 (50 -75%) 4 (75 - 90%) 5 > 90%	5	1.5
5. Environmental Impact Cost (weight = 0.05)	Analysis	Proximity To Waterways	1>1000 Feet 2 (500-1000 Ft) 3 (100-500 Ft) 4 (50-100 Ft) 5 < 50 Feet	5	0.25
6. Reduction in Loss of Service Cost (weight: 0.2)	H&H Preliminary Analysis	Flooding Depth (inches)	1< 2 in 2 (2 to 4 in) 3 (4-6 in) 4 (6-8 in) 5 > 8 in	5	1.0

The Criticality score for the 72" CAP stormwater asset is 3.95

#### **Condition and Criticality Business Risk Exposure Matrix**

Once the Condition and Criticality assessment factors have been determined, a Business Risk Exposure (BRE) Analysis can be performed to make a decision for asset repair, rehabilitation and/or replacement. Figure 14 shows a classic Business Risk Exposure Matrix.



Multip		Cor	Consequence of Failure (Criticality)			
Multip	ilea	1	2	3	4	5
	1	1	2	3	4	5
Probability of	2	2	4	6	8	10
Failure	3	3	6	9	12	15
(Condition)	4	4	8	12	16	20
	5	5	10	15	20	28

Green: Low Risk
Tan: Medium Risk
Pink: High Risk

Figure 14. Business Risk Exposure Matrix

Asset Business Risk Exposure (BRE) = Condition x Criticality Asset Risk = 4.225 x 3.95 = 16.69

The C vs. C BRE analysis Matrix indicate that the 72- inch outfall pipe asset has a high risk of failure and in need of immediate action (High Risk Zone). Figure 15 is a criticality model that indicates the actions or strategy to be taken based on the BRE analysis results.

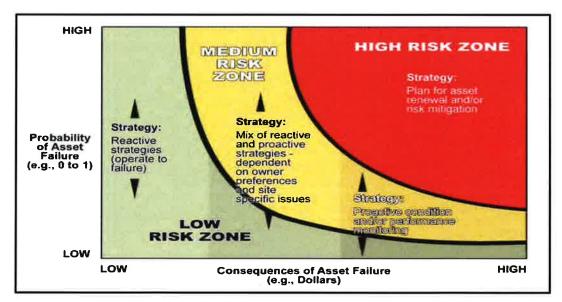


Figure 15. Criticality Strategy Model

Assets within the low risk zone can be maintained reactively (postponed), assets in the medium zone require more proactive maintenance, and assets in the red zone require immediate action (typically replacement).



#### Recommendation

Based on the Asset Management based BRE analysis, WRMA recommends that the Town Management take immediate action to mitigate the known risk from this critical stormwater asset with a quantifiable likelihood of failure and financial threat to the Town.

The high-risk determination does not mean that the asset is in immediate danger of failure. The buried Lake Shore Drive Bridge and the 72" CAP Outfall could last months. However, the analysis has identified that the original bridge I-bean precast deck placed just above or on top of the outfall pipe crown is at or beyond the useful (75 years) life of the steel and reinforced concrete material and presents a high risk of failure. Likewise, the 72" Corrugated Aluminum Pipe (CAP) is near its useful life and is experiencing rapid deterioration that could be accelerated by the construction of a multistory high rise immediately to the south. Then, there is the 50-year old 10'x7' Box Culvert under US Highway 1 that has not received any maintenance by FDOT since being connected to the outfall underground.

The Asset Management-based BRE analysis indicates that the consequence of inaction could result in the stormwater asset failure, with and great financial loss to the Town in the range of \$0.25 to \$0.5 million in emergency repairs.

#### Proposed Expedited Design for Rehabilitation of the 72" CAP Outfall

WRMA has completed the development of the Town Stormwater Masterplan (SWMP), and as part of the proposed 20 year Green Infrastructure/Low Impact Development (GI/LID) implementation phase, had already planned for the retrofit of the outfall and the placement of a Biodetention facility with Sea Level Rise pumps at the Town Marina. In fact, the Town has already prepared and submitted grants for the project implementation.

A FEMA/HMGP grant in the amount of \$3.0 million was submitted in FY2019 but it received a low score as the H&H model of the Southern Outfall watershed area had not be completed at the time by WRMA. This grant is being resubmitted in September for FY 2021. A second grant for the construction of the Marina Biodetention facility in the amount of \$700,000 was submitted successfully in FY2019 to the Lake Worth lagoon Initiative (LWLI). The grant award has been postponed until the FY2021 cycle due to Covid-19 and related Governor veto of State grant funding.

To address this newly identified BRE, and priority rehabilitation recommendation, WRMA has prepared a detailed cost estimate for the design of an alternative outfall and Biodetention water quality facility with pump station that will take into account future SLR conditions along the LWL. The total cost of the expedited design is \$276,200 (a detailed breakdown of the cost is provided in Attachment 1). The following cost breakdown applies:



➤ WRMA Cost: \$111,200

 (Includes Data collection and site assessment, H&H detail modeling of alternatives, preliminary and final engineering design, plan preparation, and bidding assistance)

Subcontractor Cost: \$165,000

 (Includes Survey, Geotechnical engineering, Subsurface Utility Locations, CCTV inspection, landscape architecture design, mechanical/electrical engineering). The CCTV inspection of the US Highway #1 Box Culvert condition is included.

#### **Responsibility Costs**

WRMA has previously indicated that the 72" CAP Outfall is shared by the Florida Department of Transportation (FDOT) for discharge of its US Highway 1 ROW and adjacent drainage contributory areas.

Figure 13 indicates that the FDOT/US Highway 1 drainage area discharging to the 72" CAP Outfall is a significant portion of the entire 72" CAP Outfall 445.82 acres watershed area. Furthermore, the US Highway #1 ROW does not include any water quality treatment facilities.

For these reasons, it reasonable and appropriate to apportion the responsibility cost of the 72" CAP stormsewer asset in an equal 50% basis. The responsibility costs will be as follows:

Total Design Cost: \$276,200

Town of Lake Park Responsibility: \$138,500 (50 %)

FDOT: \$138,500 (50 %)

FDOT would also be responsible for 50 % of applicable construction costs to be estimated at 60% design plans (Depending on the amount of grant funding received for the project implementation).

#### Request

Time is of the essence to expedite the preparation of engineering construction plans for the rehabilitation of the 72" CAP stormsewer asset identified as a quantifiable risk. Per this reason, WRMA requests that the Town allocate from its projected Stormwater Utility Funds the projected Town of Lake Park cost of the project (\$276,200) as a priority FY2021 project, and recommends that 50% of this cost be recovered from FDOT as an equal responsibility share.

The expedited design would be completed in 6 months or by summer FY 2021 when grant funding would become available and FDOT would contribute its share of the construction cost to bid the project and initiate construction.

#### **Vivian Mendez**

From: Poole, James < James.Poole@dot.state.fl.us>

**Sent:** Friday, August 7, 2020 3:24 PM **To:** Raul M. Mercado, PE, CFM

Cc: John D'Agostino; Richard Scherle; Michael R. Mercado, PE; Michael Abdelmessih

Subject: Re: 72" CAP Outfall Condition Assessment and Rehabilitation at the Town of Lake Park

CAUTION: This email originated from outside of the Town of Lake Park. Do not click links or open attachments unless you recognize the sender and know the content is safe!

Raul,

Thanks for emailing and sharing the Tech Memo.

I'll need to first book an internal meeting at FDOT to see what our options would be for supporting an effort like this. Does this become a JPA??? I really don't know what the process would look like for this. We may need to do our own assessment of the outfall pipe.

Perhaps this was already on the radar of our maintenance office. I'll let you know what I find out for you. Stay tuned.

#### Thanks!

James Poole, P.E. District Drainage Engineer – District 4



Florida Department of Transportation 3400 West Commercial Boulevard Fort Lauderdale, Florida 33309-3421 (954) 777-4204 (office phone) (954) 609-4425 (cell phone)

Please Note: Florida has a very broad Public Records Law. Most written communications to or from State and Local Officials regarding State or Local business are public records available to the public and media upon request. Your email communications may therefore be subject to public disclosure.

From: Raul M. Mercado, PE, CFM <raul.mercado@wrmaeng.com>

Sent: Friday, August 7, 2020 2:32 PM

To: Poole, James < James. Poole@dot.state.fl.us>

Cc: John D'Agostino <jD'Agostino@lakeparkflorida.gov>; Richard Scherle <rscherle@lakeparkflorida.gov>; Michael R.

Mercado, PE <mike.mercado@wrmaeng.com>; Michel Abdelmessih <mabdelmessih@lakeparkflorida.gov>

Subject: 72" CAP Outfall Condition Assessment and Rehabilitation at the Town of Lake Park

#### **EXTERNAL SENDER:** Use caution with links and attachments.

#### James:

Attached is a Technical Memorandum Report prepared by WRMA for the 72" CAP Southern Outfall Priority Rehabilitation Project at the Town of Lake Park. In the process of addressing a point repair WRMA uncovered additional issues that required a more detailed Asset Management-based Condition & Criticality Assessment of the stormwater asset.

The 72" CAP Outfall is also used to discharge the FDOT US Highway #1 ROW (and contributory area) to the Lake Worth Lagoon, and the findings and recommendation of the report will include FDOT District 4 involvement and/or participation.

Please review the Tech Memo Report and let me know a convenient time, at your earliest convenience, to discuss its finding and recommendations with the Town's Manager and Public Works Director. The report is being presented to the Town Commission in the next two week so your input would be greatly appreciated. Thanks.

Raul Mercado, PE, CFM Principal Engineer



561.529.2075, Ext. 2003 office 561.401.9385 fax

Water Resources Management Associates, Inc. 250 Tequesta Drive, Suite 302 Tequesta, FL 33469

www.wrmaeng.com

WRMA is an FDOT Pre-Qualified SBE/DBE Company

# Board Membership

## TAB 4



#### **Town of Lake Park Town Commission**

#### Agenda Request Form

<b>Meeting Date</b>	M	eeti	na	Date	
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**August 19, 2020** 

Agenda Item No.

Agenda Title: Nomination for Appointment to the Library Board as regular members.					
[ ] SPECIAL PRESENTATION/REPORTS [ ] CONSENT AGENDA  [X] BOARD MEMBERSHIP [ ] OLD BUSINESS  [ ] PUBLIC HEARING ORDINANCE ON READING  [ ] NEW BUSINESS  [ ] OTHER:  Approved by Town Manager Date: 8-(2-2020)					
<u>Vivian Mendez, Town Clerk, M</u> Name/Title	ine -				
Originating Department:	Costs: \$ 0.00	Attachments:			
Town Clerk	Funding Source: Acct. #	<ul> <li>Nomination by Mayor</li> <li>O'Rourke</li> <li>Town Board Volunteer</li> </ul>			
	[] Finance	Memo  Board Membership Application			
Advertised: Date: Paper: [X] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone or Not applicable in this case <u>VM</u> Please initial one.			

**Summary Explanation/Background:** The Town Clerk's Office received a Board Application for appointment to the Library Board.

Mayor Michael O'Rourke nominated Brittney Paxton for appointment to the Library Board as a regular members.

**Recommended Motion:** In order for the nomination to go forward, there must be a second to the nomination and a majority vote of the Commission for the nominee at the Commission meeting.

#### **Vivian Mendez**

From:

Michael O'Rourke <morstar150@gmail.com>

Sent:

Wednesday, August 12, 2020 1:39 PM

To: Cc: Vivian Mendez Michael ORourke

Subject:

Fwd: Board Member Applicants

Attachments:

image001.jpg; ATT00001.htm; volunteer applicants for Library Board.pdf; ATT00002.htm; volunteer applicants for planning and zoning.pdf; ATT00003.htm; volunteer applicants

lauren paxton.pdf; ATT00004.htm

CAUTION: This email originated from outside of the Town of Lake Park. Do not click links or open attachments unless you recognize the sender and know the content is safe!

Regarding the following applications. I have reached out to each of the applicants and at this time I am nominating the following residents for these board positions.

Shelby Lowe for Library Board Brittney Paxton for Library Board Lauren Paxton for Alternate Planning and Zoning

Sincerely.

Mayor Michael O'Rourke

Begin forwarded message:

From: Vivian Mendez < vmendez@lakeparkflorida.gov>

**Subject: Board Member Applicants** 

Date: August 12, 2020 at 9:50:34 AM EDT

To: Commission < Commission@lakeparkflorida.gov>

Cc: Shaquita Edwards <sedwards@lakeparkflorida.gov>, John D'Agostino

<iD'Agostino@lakeparkflorida.gov>

Good morning Mayor, Vice-Mayor and members of the Commission.

Several weeks ago the Town Clerk's Office received several Board Membership applications for consideration on Town Boards. There was one for the Library Board (which needs 3 regular members and 2 alternate members); and two applications for the Planning & Zoning Board (which needs 2 alternate members). The Town Clerk's Office has not received any nominations for any of these Board Member applications, which is okay if that is the desire of the Commission. If that is the case please send me an email to let me know.

Thank you.

Sincerely,

Vivian Mendez, MMC Town Clerk



July 21, 2020

#### **Commission-appointed Board Volunteer List:**

On August 21, 2013 the Town Commission adopted Ordinance No. 10-2013 Board Nomination Process, which modified the self appointed process for filling vacancies on Commission-appointed boards.

In section 2-2112 (i)" Nomination for action on vacancies" states that the clerk shall prepare a list of volunteers, including members seeking reappointments. Below is the list of volunteers for Commission-appointed boards.

#### New applicant:

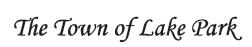
Brittney Paxton has applied for appointment to the Library Board as a regular member. The Library Board currently has one (1) regular membership and two (2) alternate positions available.

A nomination to fill a vacancy may be made by any member of the Commission. For a nominee to be appointed or reappointed there must be a second and majority vote of the Commission.

If you have any questions regarding the volunteer list please contact me.

535 Park Avenue Lake Park, FL 33403 Phone: (561) 881-3311 Fax: (561) 881-3314

www.lakeparkflorida.gov





#### **Application to Serve on Town Boards and Committees**

This application serves as an information file of the skills, talents, and interests of citizens who are willing to serve on advisory boards and committees for the *Town of Lake Park*. When an opening occurs on one of the boards on which you have indicated a desire to serve, your application will be submitted to the Town Commission. You will be notified when your nomination to be on a board has been made.

Dlagg mint	the feller	wing inform	actions			
Please print	the iono	wing inform	iation:			
Name:	Paxton		Brittney			L.S.
Last			First			Middle
Address:	718 Fo	oresteria Dri	ve, Lake Park, FL	33403		
Birthday:	Month:_	June	Day:30	_		
Telephone:	home	N/A	work		cell	775-232-9799
E-Mail Add	ress	brittney.staa	ab@gmail.com			*
Are you a re	esident of	Lake Park			Yes X	<b>No</b> □
Are you a no	on-reside	nt business	owner in Lake Pa	ark		×
Are you a re	egistered	voter (Respon	se to this question is not n	nandatory)	X	
Do you currently serve on a Town Board or Committee		×				
If so, wh	ich one(s	):				
Have you be	een convi	cted of a cr	ime			X
If so, wh	en?		where?			
	•	•	by number "1" the and #3 being the le	-	nich boar	rd you wish to serve,
G1			Active E			
Choice #	Board			Choice #	Board	-
X 2 X 1		Board (Commu 'y Board	nity Redevelopment Agency)	X3	-	ing & Zoning/ ric Preservation Board *
		•	y Steering Comm	ittee	111310	ne i reservation board
			gement Committe			Tree Board
				_		
C + C	1.		Inactive Boa		4	0. 41-
Code Comp Harbor Mar		ory Roard	Construction	n Board of Adju	isiments	& Appears
mardor Mar	ma Auvis	sory board				

Your Name:	Brittney Paxton
Please indicate	the reason for your interest in your first and second choices:
	ke Park in November of 2019. It is a great community that I have watched continue er my past 4 years of living in Palm Beach County. I would love to be part of the
town's jour	ney in these next years, to ensure a vibrant, close community for my family.
Number of Mee	tings of the above boards you have attended in the past six months:0
Your education	al background: (High school, College, Graduate School or other training)
I graduated w	ith my Bachelor degree in 2011 and took multiple graduate courses in the 2010s.
What is/was yo	ur profession or occupation: Behavioral Health Case Manager
How long: 4	years
Please indicate	employment experience that you feel relates to your desired service on an
advisory board	or committee: As a Behavioral Health Case Manager for Palm Beach County youth,
I have witnessed	I how a positive community & plentiful community programs can support youth & families.
Please indicate	other general experience or community involvement that you feel qualifies you to
serve on the boa	ards you have chosen: At Florida Gulf Coast University, I served on student & staff
committees that	required cooperation between many different people. I also serve on a couple
different work co	ommittees that have allowed me to hone my collaborative & listening skills.
	ch additional sheets if necessary. Also, please attach your <u>resume</u> , <u>if available</u> , our completed form to the Office of the Town Clerk, 535 Park Avenue, Lake 403.
I HEREBY CE	CRTIFY THAT THE STATEMENT AND ANSWERS PROVIDED ARE
TRUE AND A	CCURATE. I UNDERSTAND THAT ANY FALSE STATEMENTS MAY
BE CAUSE FO	OR REMOVAL FROM A BOARD OR COMMITTEE, IF APPOINTED:
Signature:	Date: _7/20/2020

#### **Brittney Paxton**

718 Foresteria Drive Lake Park, Florida 33403 (775) 232-9799 brittney.staab@gmail.com

#### **EDUCATION**

#### Florida Gulf Coast University

Credits towards a Masters of Science in Forensic Studies Concentration in Forensic Behavioral Analysis

#### University of Nevada, Reno

May 2011

Bachelor of Arts in Criminal Justice Minor in Addictions Treatment

#### **EXPERIENCE**

#### Care Coordination Services Consultant/Targeted Case Manager

#### Boys Town South Florida, West Palm Beach, FL

Apr '16-Present

- -Provide intensive, professional case management services to youth utilizing a strength-based, comprehensive model
- -Utilize a cognitive-behavioral, ecological model of intervention to help families adopt positive solutions to problems
- -Link clients to resources and supports, monitor services, actively advocate for children and families, assist them in navigating through various systems of care

#### **Admissions Clearance Assistant**

#### Office of Student Conduct

#### Florida Gulf Coast University, Fort Myers, FL

July '15-Mar '16

- -Reviewed submissions of University applicants with prior conduct history and requested the corresponding required documentation to complete Admissions Clearance
- -Tracked applicant process through Admissions Clearance in order to maintain accurate records
- -Prepared lists of applicants ready for review by Student Conduct Coordinator for further Admissions processing

#### Care Team Manager

#### Dean of Students' Office

#### Florida Gulf Coast University, Fort Myers, FL

May '15-Mar '16

- -Reviewed and managed reports regarding students of concern ensure efficient record keeping and follow up
- -Contacted students of concern and/or family members as needed, assessing needs and how best to assist them, including referrals
- -Prepared multiple reports regarding high-risk students and other students of concern
- -Ran, analyzed student 2013-2015 Baker Act statistics
- -Authored and maintained Care Team Calendar, including on-call schedule
- -Facilitated Care Team Trainings to keep Care Team staff abreast of procedures and techniques

#### Youth Care Specialist

#### Youth Haven Emergency Shelter, Naples, Florida

July '13-Jan '15

- -Ensured a structured environment to reinforce proper behaviors through the context of community life, responsibility
- -Directly supervised clients placed in the residential emergency shelter
- -Interacted with, initiated, encouraged clients in structured educational, social, recreational activities
- -Participated in daily peer group for clients

- -Performed daily routine childcare responsibilities including group assignment, meal preparation, serving and eating with clients; assisting clients as needed.
- -Prepared required written reports, logs, notes, records

#### Office Assistant

#### United Drones Naples, Florida

July '12-Apr '13

- -Oversaw organization and tracking of company purchases
- -Performed product-pricing research
- -Assembled informational packets on company products for potential clients and investors
- -Prepared office for current and potential clients and investors
- -Filed and maintained receipts, contracts, and other confidential documents

#### Other Experience

**Graduate Assistant** 

**Spring 2015** 

#### Forensic Behavioral Analysis Practicum, Florida Gulf Coast University

- -Analyzed shift reports provided by Fort Myers Police Department
- -Ran analysis on provided numbers
- -Contributed findings to 2015 personnel report for presentation to city officials

#### **CERTIFICATIONS**

3<sup>rd</sup> Boys Town CCS Certification CPR, AED, First Aid Certified Behavioral Health Case Manager (State of Florida)

Mar '19 Jan '19

Mar '18 - Present

COMMUNITY INVOLVEMENT Committee to Elect Susan Bickel North Palm Beach, FL

## TAB 5



#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Da	ate:	
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**August 19, 2020** 

Agenda Item No.

Agenda Title: Nomination for Appointment to the Planning & Zoning Board as an alternate member.						
[] SPECIAL PRESENTATION/REPORTS [] CONSENT AGENDA  [X] BOARD MEMBERSHIP [] OLD BUSINESS  [] PUBLIC HEARING ORDINANCE ON READING  [] NEW BUSINESS  [] OTHER:  Approved by Town Manager Date: \$-12-2020  Vivian Mendez, Fown Clerk, MMC						
Name/Title						
Originating Department:	Costs: \$ 0.00	Attachments:				
Town Clerk	Funding Source: Acct. #	Nomination by Mayor     O'Rourke				
	[] Finance	<ul><li>Town Board Volunteer</li><li>Memo</li></ul>				
		<ul><li>Board Membership Application</li></ul>				
Advertised: Date: Paper: [X1] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone Or Not applicable in this case <u>VM</u> Please initial one.				

<u>Summary Explanation/Background:</u> The Town Clerk's Office received a Board Application for appointment to the Planning & Zoning Board. The Planning & Zoning Board has two (2) alternate positions available.

Mayor Michael O'Rourke nominated Shelby Lowe for appointment to the Planning & Zoning Board as an alternate members.

**Recommended Motion:** In order for the nomination to go forward, there must be a second to the nomination and a majority vote of the Commission for the nominee at the Commission meeting.

#### **Vivian Mendez**

From:

Michael O'Rourke <morstar150@gmail.com>

Sent:

Wednesday, August 12, 2020 1:39 PM

To: Cc:

Vivian Mendez Michael ORourke

**Subject:** 

Fwd: Board Member Applicants

Attachments:

image001.jpg; ATT00001.htm; volunteer applicants for Library Board.pdf; ATT00002.htm;

volunteer applicants for planning and zoning.pdf; ATT00003.htm; volunteer applicants

lauren paxton.pdf; ATT00004.htm

CAUTION: This email originated from outside of the Town of Lake Park. Do not click links or open attachments unless you recognize the sender and know the content is safe!

Regarding the following applications. I have reached out to each of the applicants and at this time I am nominating the following residents for these board positions.

Shelby Lowe for Library Board Brittney Paxton for Library Board Lauren Paxton for Alternate Planning and Zoning

Sincerely.

Mayor Michael O'Rourke

Begin forwarded message:

From: Vivian Mendez < <u>vmendez@lakeparkflorida.gov</u>>

**Subject: Board Member Applicants** 

Date: August 12, 2020 at 9:50:34 AM EDT

To: Commission < Commission@lakeparkflorida.gov>

Cc: Shaquita Edwards <sedwards@lakeparkflorida.gov>, John D'Agostino

<iD'Agostino@lakeparkflorida.gov>

Good morning Mayor, Vice-Mayor and members of the Commission.

Several weeks ago the Town Clerk's Office received several Board Membership applications for consideration on Town Boards. There was one for the Library Board (which needs 3 regular members and 2 alternate members); and two applications for the Planning & Zoning Board (which needs 2 alternate members). The Town Clerk's Office has not received any nominations for any of these Board Member applications, which is okay if that is the desire of the Commission. If that is the case please send me an email to let me know.

Thank you.

Sincerely,

Vivian Mendez, MMC Town Clerk



July 29, 2020

#### Commission-appointed Board Volunteer List:

On August 21, 2013 the Town Commission adopted Ordinance No. 10-2013 Board Nomination Process, which modified the self appointed process for filling vacancies on Commission-appointed boards.

In section 2-2112 (i)" Nomination for action on vacancies" states that the clerk shall prepare a list of volunteers, including members seeking reappointments. Below is the list of volunteers for Commission-appointed boards.

#### **New applicant:**

Shelby Lowe has applied for appointment to the Planning & Zoning Board as an alternate member. The Planning & Zoning Board currently has two (2) alternate positions available.

A nomination to fill a vacancy may be made by any member of the Commission. For a nominee to be appointed or reappointed there must be a second and majority vote of the Commission.

If you have any questions regarding the volunteer list please contact me.

535 Park Avenue Lake Park, FL 33403 Phone: (561) 881-3311 Fax: (561) 881-3314 JUL 29 2020

Town Clerk's Office TOWN OF LAKE PARK

### The Town of Lake Park



#### **Application to Serve on Town Boards and Committees**

This application serves as an information file of the skills, talents, and interests of citizens who are willing to serve on advisory boards and committees for the *Town of Lake Park*. When an opening occurs on one of the boards on which you have indicated a desire to serve, your application will be submitted to the Town Commission. You will be notified when your nomination to be on a board has been made.

Please print the following information:		
Name: Lowe Shelby Last First	Levor	)
Last First /	Mic	idle
Address: 929 Drange Drive		×
Birthday: Month: Day: 07		
Telephone: homework	cell (561)	1436-2641
Telephone: homework E-Mail Addressshelby llowe & comcast. net		:
Are you a resident of Lake Park	Yes ⊠	<b>No</b> □
Are you a non-resident business owner in Lake Park		×
Are you a registered voter (Response to this question is not mandatory)	×	
Do you currently serve on a Town Board or Committee		×
If so, which one(s):	<del></del>	
Have you been convicted of a crime		×
If so, when? where?		
Please indicate your preference by number "1" through "3" of wh with #1 being the most desired and #3 being the least desired.	nich board yo	u wish to serve,
Choice # Board Community Redevelopment Agency)  CRA Board (Community Redevelopment Agency)  Library Board Stormwater Policy Steering Committee	Board Planning & Historic Pr	c Zoning/ reservation Board *
☐ Floodplain Management Committee ☐	Tree	e Board
Code Compliance Construction Board of Adju-	ustments & A	ppeals

Your Name: Shelby L. Lowe
Please indicate the reason for your interest in your first and second choices:
As a taxpayer and registered voter, I want to get more involved within my community.
more involved within my community.
Number of Meetings of the above boards you have attended in the past six months:
Your educational background: (High school, College, Graduate School or other training)  High School - Suncoast Communt, H.S. 1983
College - North wood University B.A. Business Admin 1999 TURNER SCHOOL GROWSTRUFTED MPA Public Admin 2001 Margint 2018 Palm Beh State - Blas Construction AA Associate 2015 What is/was your profession or occupation: Business/Govt Affairs Consultant
What is/was your profession or occupation: Business/Govt Affairs Consultant
How long:
Please indicate employment experience that you feel relates to your desired service on an advisory board or committee: Palm Beach Copy School Dist. Construction Ownsight Review Construction
I HEREBY CERTIFY THAT THE STATEMENT AND ANSWERS PROVIDED ARE
TRUE AND ACCURATE. I UNDERSTAND THAT ANY FALSE STATEMENTS MAY BE CAUSE FOR KEMØYAL FROM A BOARD OR COMMITTEE, IF APPOINTED:
Signature: Date: 1/27/20

# **TAB 6**



#### **Town of Lake Park Town Commission**

#### **Agenda Request Form**

Meeting Da	te	:
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**August 19, 2020** 

Agenda Item No.

Agenda Title: Nomination for Appointment to the Planning & Zoning Board as an alternate member.			
[] SPECIAL PRESENTATION/REPORTS [] CONSENT AGENDA  [X] BOARD MEMBERSHIP [] OLD BUSINESS  [] PUBLIC HEARING ORDINANCE ON READING  [] NEW BUSINESS  [] OTHER:			
Approved by Town Manager Date: 8-12-2020  Vivian Mendez, Town Clerk, MMC			
Name/Title			
Originating Department:	Costs: \$ 0.00	Attachments:	
Town Clerk	Funding Source: Acct. #	Nomination by Mayor     O'Rourke	
	[] Finance	<ul><li>Town Board Volunteer</li><li>Memo</li></ul>	
		<ul><li>Board Membership Application</li></ul>	
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<u>Summary Explanation/Background:</u> The Town Clerk's Office received a Board Application for appointment to the Planning & Zoning Board. The Planning & Zoning Board has two (2) alternate positions available.

Mayor Michael O'Rourke nominated Lauren Paxton for appointment to the Planning & Zoning Board as an alternate members.

**Recommended Motion:** In order for the nomination to go forward, there must be a second to the nomination and a majority vote of the Commission for the nominee at the Commission meeting.

#### **Vivian Mendez**

From:

Michael O'Rourke <morstar150@gmail.com>

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To: Cc: Vivian Mendez Michael ORourke

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To: Commission < Commission@lakeparkflorida.gov>

Cc: Shaquita Edwards <sedwards@lakeparkflorida.gov>, John D'Agostino

<jD'Agostino@lakeparkflorida.gov>

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Thank you.

Sincerely,

Vivian Mendez, MMC Town Clerk



July 23, 2020

#### **Commission-appointed Board Volunteer List:**

On August 21, 2013 the Town Commission adopted Ordinance No. 10-2013 Board Nomination Process, which modified the self appointed process for filling vacancies on Commission-appointed boards.

In section 2-2112 (i)" Nomination for action on vacancies" states that the clerk shall prepare a list of volunteers, including members seeking reappointments. Below is the list of volunteers for Commission-appointed boards.

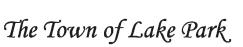
#### New applicant:

Lauren Paxton has applied for appointment to the Planning & Zoning Board as an alternate member. The Planning & Zoning Board currently has two (2) alternate positions available.

A nomination to fill a vacancy may be made by any member of the Commission. For a nominee to be appointed or reappointed there must be a second and majority vote of the Commission.

If you have any questions regarding the volunteer list please contact me.

535 Park Avenue Lake Park, FL 33403 Phone: (561) 881-3311 Fax: (561) 881-3314





#### **Application to Serve on Town Boards and Committees**

This application serves as an information file of the skills, talents, and interests of citizens who are willing to serve on advisory boards and committees for the *Town of Lake Park*. When an opening occurs on one of the boards on which you have indicated a desire to serve, your application will be submitted to the Town Commission. You will be notified when your nomination to be on a board has been made.

Please print the following information: Name: Lauren Middle First Address: 718 Foresteria Drive, Lake Park, FL 33403 Birthday: Month: May Day: 17 Telephone: home work cell 561-714-2978 E-Mail Address lapaxton17@gmail.com Yes No Are you a resident of Lake Park X Are you a non-resident business owner in Lake Park X Are you a registered voter (Response to this question is not mandatory)  $\mathbf{X}$ П Do you currently serve on a Town Board or Committee X If so, which one(s): Have you been convicted of a crime X If so, when? where? Please indicate your preference by number "1" through "3" of which board you wish to serve, with #1 being the most desired and #3 being the least desired. Active Boards: Choice # Choice # Board Board CRA Board (Community Redevelopment Agency) Planning & Zoning/ Library Board Historic Preservation Board \* Stormwater Policy Steering Committee Floodplain Management Committee Tree Board Inactive Boards: Construction Board of Adjustments & Appeals Code Compliance

Harbor Marina Advisory Board

Your Name:	Lauren Paxton	
Please indicate the rea	ason for your interest in your first and second choices:	
I was involved in I	helping a family friend campaign as a board member in North	Palm Beach.
She was elected	and is now Mayor. I attended board meetings in NPB. Thisspa	rked my
interest to becom	ne involved in the Lake Park Community now that I am residing	here.
Number of Meetings	of the above boards you have attended in the past six months:	0
Your educational back	kground: (High school, College, Graduate School or other training	ng)
Bachelor's Deg	ree in Criminal Justice; Master's Degree in Forensic Scie	nce from
Florida Gulf Co	oast University in Fort Myers, FL.	
What is/was your pro	fession or occupation: Investigator	
How long: 4+	- years	
Please indicate emplo	syment experience that you feel relates to your desired service on	n an
advisory board or con	nmittee: As an Investigator in my current position, my office	e takes any
cases that conflict	with the Public Defender to help serve the community and give	ve everyone
the ability to have	e a fair, unconflicted trial.	
	general experience or community involvement that you feel qual	lifies you to
	ou have chosen:I've only lived in Lake Park since the en	_
	hit, I've been supporting small businesses such as Cami	
	rrell (before it closed). I also support Lake Park's social m	
	ditional sheets if necessary. Also, please attach your resume, if a	100 550
Please return your con	mpleted form to the Office of the Town Clerk, 535 Park Avenue,	
Park, Florida 33403.		
I HEREBY CERTIF	FY THAT THE STATEMENT AND ANSWERS PROVIDE	D ARE
TRUE AND ACCUI	RATE. I UNDERSTAND THAT ANY FALSE STATEMENT	ΓS MAY
BE CAUSE FOR RI	EMOVAL FROM A BOARD OR COMMITTEE, IF APPOI	NTED:
	, , , ,	
Signature:		21/2020

### Lauren Paxton

#### 718 Foresteria Drive, Lake Park, FL 3340:

#### (561)714-2978, lapaxton17@gmail.com

#### **Education**

Florida Gulf Coast University, Fort Myers, FL

Master's in Forensic Science, Concentration Behavioral Analysis

August 2012 - May 2014

Florida Gulf Coast University, Fort Myers, FL

Bachelor of Science, Criminal Justice

August 2008 - May 2012

#### **Employment**

nvestigator and Client Relations Specialist

Office of Criminal Conflict and Civil Regional Counsel

April 2016-Present

- Conducting initial client intake
- Investigating backgrounds and conducting assessments and screenings
- Collecting and analyzing client records
- Reviewing and analyzing discovery and other case materials
- Locating and interviewing witnesses and parties
- Preparing, serving and filing legal documents
- Obtaining and examining evidence
- Verifying existing evidence
- Analyzing records and reports
- Preparing reports that detail investigative findings
- Gathering and analyzing research data, including legal codes, documents, and articles
- Preparing evidence and exhibits for trial
- Conducting research for lawyers initiating legal action, supporting legal proceedings, and devising defense strategies

nternship West Palm Beach Police Department April 2018-June 2018

- 10-week internship course consisting of training in CID, K-9, CRT, Jam, Traffic, EDU and Crime Scene CSI
- Hands on experience during ride alongs and Sunfest Concert

Program Assistant
Office of Student Conduct
Dean of Students' Office

December 2014-April 2016

#### Florida Gulf Coast University

- Adjudicates alleged violations of the Student Code of Conduct.
- Schedules appointments for the Conduct Officers
- Reviews and assigns charges regarding alleged violations of the Student Code of Conduct.
- Filing all documentation.

- Enters University Police reports into Maxient
- Collaborates with Housing and Residence Life about shared conduct incidents.
- Investigates numerous incidents using online resources.
- Managing budget for the Office of Student Conduct.
- Filing all conducted records and related information.
- Assists University faculty members with incidents of academic dishonesty.
- Recruits, selects, and trains new members for the Student Conduct Committee.
- Co-facilitates both the Student Conduct Committee and Academic Integrity Committees.
- Reviews and processes applications through institutional Admissions Clearance process.
- Teaches the Civility and Community Standards Group Workshop for sanctioned students.
- Teaches Conduct Committee the Student Code of Conduct.
- Speaks with student's one-on-one regarding drug and alcohol use.
- Serves on the Committee to revise the Student Code of Conduct.
- Working with victims of sexual assault.
- Working with alleged students of sexual assault, drug use and or alcohol use.
- Organizes the Weekly List for the Office of Student Conduct.
- Tabulates the monthly conduct statistics.
- Responsible for the Dean Certification process for student background checks.
- Collaborates with numerous campus partners for institutional background checks.
- Tables during open sessions of student orientation and student involvement fair.
- Proficient in Banner, Microsoft Office and RedDot.
- Assists in training Student Assistant's in performing their daily tasks.

#### Dependency Case Manager

Children's Home Society of Southwest Florida

May 2014-December 2014

- Conduct child safety assessments.
- Assess client needs and develop service plans.
- Coordinate the delivery of services, plan referrals and linkages to clients and families.
- Monitor service plan progress and evaluates reports from multiple service providers and keep supervisor notified of progress or k
  of progress.
- Develop and maintain case and program documentation according to contract and CHS standards (assessments, treatment/servic plans, progress notes, termination summaries, etc.)
- Prepare case/status reports and make recommendations/ testify at courts or other prescribed body regarding reunification, termination of parental rights or other permanency plans.
- Conduct diligent searches as required by dependency laws.
- Coordinate services with other professionals and paraprofessionals.
- Conduct community outreach as needed.
- Maintains knowledge of Florida State Statute, Chapter 39 regarding Child Welfare.
- Provide specialized services that may include detainment, interstate compact, post placement supervision, relative/non-relative caregiver home studies, court testimony, termination of parental rights and judicial review staffing.
- Provide support to children, caregivers and family members to assure stable placement and timely achievement of permanency.
- Assist family / caregivers in accessing subsidy, medical coverage and other needed services for children.
- Coordinate cases with supervisor, team members, providers, DCF and attorneys as needed.
- Facilitate placement and independent living.
- May remove and place children.
- May facilitate mediation staffing for reunification, Terminal or Parental Rights and detainment.
- Arrange or provide transportation of clients when needed.
- Arrange for drug /alcohol screens as necessary.
- Speaks with client's one-on-one regarding drug and alcohol use.
- Working with clients of all ages.
- Working with clients with prior addiction and/or substance abuse.
- Working with clients of abuse.

- Working with clients with a criminal background.
- Provide on call support as required or scheduled.
- Participate in the quality improvement process.

Graduate Conduct Officer
Office of Student Conduct
Florida Gulf Coast University

May 2012 - April 2014

- Reviews and assigns charges regarding alleged violations of the Student Code of Conduct.
- Adjudicates alleged violations of the Student Code of Conduct.
- Collaborates with Housing and Residence Life about shared conduct incidents.
- Investigates numerous incidents using online resources.
- Assists University faculty members with incidents of academic dishonesty.
- Recruits, selects, and trains new members for the Student Conduct Committee.
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- Speaks with student's one-on-one regarding drug and alcohol use.
- Serves on the Committee to revise the Student Code of Conduct.
- Filing all documentation.
- Working with victims of sexual assault.
- Working with alleged students of sexual assault, drug use and or alcohol use.
- Organizes the Weekly List for the Office of Student Conduct.
- Tabulates the monthly conduct statistics.
- Responsible for the Dean Certification process for student background checks.
- Collaborates with numerous campus partners for institutional background checks.
- Tables during open sessions of student orientation and student involvement fair.
- Proficient in Banner, Microsoft Office and RedDot.
- Schedules appointments for the Conduct Officers.
- Assists in training Student Assistant's in performing their daily tasks.

#### Other Related Experience

Collier County Probation Department Internship

January 2012 – May 2012

- Responsible for the case management of all assigned offenders.
- Aided in the evaluating of offender progress of their court sanctions
- Assisted in recommending intensity of supervision based on observations through court process
- Collaborated with numerous probation officers in referring offenders to specialized treatment services
- Recorded offender restitution payments, court costs, supervision costs and other payments
- Assisted probation officers with recommendations for outcomes in court proceedings

#### **Fraining and Certifications**

Sexual Abuse Training October 2014

Substance Abuse Identification Certification Human Trafficking Specialist Certification Safe Zone Certification Sexual Assault Certification August 2014 August 2014 July 2013 June 2013

# Ordinance on Second on Second Reading

# TAB 7



ГТ

#### Town of Lake Park Town Commission

#### **Agenda Request Form**

Meeting Date: August 19, 2020 Agenda Item No.

Agenda Title: AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALED FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALED FOOD AND BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

SPECIAL PRESENTATION/REPORTS (1 CONSENT AGENDA

[] BOARD APPOINTMENT [] OLD BUSINESS  [X] ORDINANCE ON 2 <sup>nd</sup> READING – PUBLIC HEARING			
[] NEW BUSINESS [] OTHER	. (		
Approved by Town Manager  Nadia Di Tommaso / Community Development Director  Name/Title  Date: 8-10-2020			
Originating Department:	Costs: \$ Legal Review / Legal Ad/Notices	Attachments:	
Community Development	Funding Source: Town Attorney / CD	→ Staff Report → Ordinance 08-2020 → Logal Ado and Nations	
	Acct: #105 / #500-34910 / #500-48100 [ ] Finance	<ul> <li>→ Legal Ads and Notices</li> <li>→ The Role of F&amp;B REPORT</li> <li>→ Kitchen Incubators REPORT</li> </ul>	
Advertised: Date: 06/26/20 and 08/09/20	All parties that have an interest in this agenda item must be	Yes I have notified everyone <i>ND</i> Or Not applicable in this case	
Paper: Palm Beach Post  [ ] Not Required	notified of meeting date and time. The following box must be filled out to be on agenda.	Please initial one.	

Summary Explanation/Background:

Please refer to the Staff Report.

<u>Recommended Motion:</u> I MOVE TO <u>ADOPT</u> ORDINANCE NO. 08-2020 on first reading.

#### **ORDINANCE NO. 08-2020**

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALED FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALED FOOD AND BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Town of Lake Park, Florida is a duly constituted municipality having such power and authority conferred upon it by the Florida Constitution and Chapter 166, Florida Statutes; and

WHEREAS, the Town Commission has adopted a Land Development Code in Subpart B of Chapter 78 of the Town Code; and

WHEREAS, the Land Development Code within Chapter 78 consists of several Chapters and identifies the Town's various zoning districts and the land development regulations to be applied within these districts and with general definitions; and

WHEREAS, the definitions are codified in Section 78-2 and one of these zoning districts is the Commercial-1 (C-1); and

WHEREAS, the Community Development staff has recommended that the Town Commission amend Town Code, Chapter 78, Article III, Sections 78-2 and 78-71(2)g., to provide for the creation of a small scaled food and beverage production use as a special exception use, along with its associated definitions and land development regulations.

# NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA:

<u>Section 1.</u> The whereas clauses are incorporated herein as true and correct and as the legislative findings of the Town Commission.

**Section 2.** Chapter 78, Article III, Sections 78-2 and 78-71(2)g. of the Town Code is hereby amended to add to the definitions and uses the following:

#### Chapter 78, Article III, Sec. 78-2. "Definitions"

Small Scaled Food and Beverage Production means an enterprise that conducts the production of prepared food and/or beverages for local or regional wholesale or retail distribution, or both. Such uses include, but are not limited to, wholesale or retail bakeries, commercial kitchens, and specialty food and/or beverage processing or packaging shops, but excludes meat or seafood processing plants.

#### Chapter 78, Article III, Sec. 78-71(2)g., entitled "C-1 business district"

- g. Small Scaled Food and Beverage Production as a special exception use provided the criteria of Section 78-184 and the following are met:
  - 1. Scale of Use. The floor area of the use shall not exceed 30,000 square feet.
  - 2. Hours of Operation near Residential. When abutting or within 200 feet of a residential zoning district boundary, measured from property line to property line, the use shall not operate or have any loading or delivery activities between the hours of 9:00 PM and 7:00 AM.
  - 3. No Nuisance Created. The use shall not create or cause any perceptible noise, odor, smoke, electrical interference, or vibrations that constitute a public or private nuisance to neighboring properties. Documentation evidencing these elements shall be required at the time of application for special exception approval.

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# Town of Lake Park Community Development Department

TOWN COMMISSION
Meeting Date: August 5, 2020 – FIRST READING
August 19, 2020 – SECOND READING for Adoption
6:30pm (or as soon thereafter as can be heard)

#### STAFF REPORT

AGENDA ITEM: Staff-initiated text amendments proposing to incorporate a "Small Scaled Food and Beverage Production" Use in the Commercial-1 (C-1) Zoning District as a special exception use.

Planning & Zoning Board Meeting: July 6, 2020, Approved (3-1). The Board asked whether the incorporation of this new special exception use would allow an owner to either locate within an existing building or develop on a vacant parcel. Staff explained that both would apply as long as the parcel/site is located within the designated zoning district that includes the use. Chair Thomas explained that she is in favor of this use, but that she has voted against it only because she thinks it should be incorporated in other zoning districts, possibly the C-2 and C-4 as well. This is certainly something the Town Commission can consider given this recommendation and the Ordinance can be revised and brought back on <u>first</u> reading (with additional notices sent out) if this is the desire of the Town Commission. Right now, the Ordinance is structured to allow for an incremental integration of the use within our C-1 business district area that runs along the east side of 10<sup>th</sup> Street and along the south side of Northlake Boulevard (*larger scale production/manufacturing is also already permitted in our most intense industrial area-CLIC*). The intent is to possibly expand the use into other districts in the future after its success is measured, or possibly the demand presents itself.

**TOWN COMMISSION FIRST READING (August 5, 2020):** Approved (5-0). The Town Commission discussed the proposed use compared to the current "ghost kitchens" concept and the needs caterers typically have for their business operations. Additional discussion regarding expanding the use into other districts and the need to possibly restrict the hours of operation near residential ensued. Ultimately, the Town Commission voted to approve the Ordinance as-is in order to test it and make any changes in the future if needed.

#### **Background Summary**

Over the past few years, the Town has developed a unique, innovative and forward-thinking trend that has allowed for a variety of different development types to be considered within the Town limits. A perfect example is the brewery district created within the Park Avenue Downtown District and the Commercial-2 (C-2) district and the mixed-use district created along the US-1 corridor. This has generated a great deal of *positive*, economically driven attention to the Town and real life projects that have brought these changes to reality. This private-sector attention also presented an opportunity for the Town to once again stand out from its counterparts and consider a 'small scaled food and beverage production' use within its commercial and mixed-use districts to accommodate, diversify and synergize the uses already embraced by the Town. For decades (and throughout history), the food and beverage sector has played an important role in expanding economic opportunity. When most think about economic opportunity, many think of large corporations and developers with deep pockets wanting to take over towns and cities, rather than diversity. The Town's vision

has been far separated from this concept and while we have created districts that promote large development scenarios, we also created districts that allow for economic opportunity on a smaller, more diverse scale, for the smaller entrepreneur. This agenda item proposes a use that is in line with this ideology.

Ultimately,

For the poor, livelihood choices – in employment and entrepreneurship – are constrained by a wide range of interdependent obstacles, ranging from geographic isolation to market failures to political exclusion. This suggests that when we think about eradicating poverty, we should think broadly about creating economic opportunity. Economic opportunity is not, in itself, a solution; instead it is a context in which individuals can create their own solutions. It is a combination of factors that enables the poor to manage their assets in ways that generate incomes and options.

(...)

Creating or expanding economic opportunity could rightly be considered a responsibility of governments toward their citizens.

(...)

The food & beverage industry has a unique role in expanding economic opportunity because it is universal to human life and health. The industry operates at multiple levels of society: families grow crops for their own consumption, communities trade fresh produce and home-processed goods, local companies transform domestic crops for local markets, and international corporations purchase commodities globally to deliver products across geographies.

(...)

Increasing the number and scale of such initiatives requires new approaches that stretch 'business as usual' practices.

SOURCE: 2007 – The Role of the Food & Beverage Sector in Expanding Economic Opportunity (Economic Opportunity Series, Harvard University, John F. Kennedy School of Government)

In addition, the U.S. Kitchen Incubators Industry update (<u>enclosed as well as a resource</u>) indicates:

Entrepreneurs and facility operators alike are in need of greater support, including professional development, capacity building, and technical assistance. In-demand support includes operations and planning; product development; branding, sales and marketing; affordable sourcing; accessing trained labor; and distribution/logistics support. Operators are seeking support with evidence-based entrepreneur programming and development.

#### **PROPOSAL**

The provisions provided in RED represent the NEW Town Code language proposed by Staff.

The Town encourages the evolution of emerging businesses, industries, and technologies in order to provide sustainable, year-round, and well-compensated job opportunities to the citizens of the Town of Lake Park. Consequently, Staff is looking to expand the envelope

and consider "Small Scaled Food and Beverage Production" in its Commercial-1 (C-1) zoning district (for now) as a special exception use, and possibly other zoning districts in the future to expand opportunity and promote entrepreneurship and start-ups.

Town Code Section 78-2 – Definitions

<u>Small Scaled Food and Beverage Production</u> means an enterprise that conducts the production of prepared food and/or beverages for local or regional wholesale or retail distribution, or both. Such uses include, but are not limited to, wholesale or retail bakeries, commercial kitchens, and specialty food and/or beverage processing or packaging shops, but excludes meat or seafood processing plants.

Town Code Section 78-71 (2) – C-1 Business District Special Exception Use

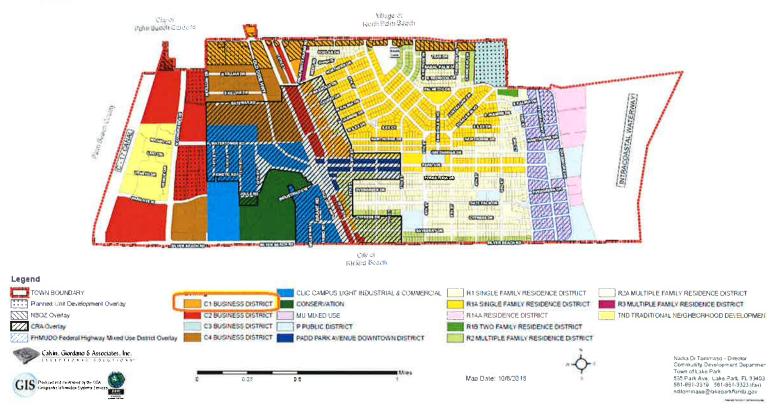
- g. Small Scaled Food and Beverage Production as a special exception use provided the criteria of Section 78-184 and the following are met:
  - 1. Scale of Use. The floor area of the use shall not exceed 30,000 square feet.
  - 2. Hours of Operation near Residential. When abutting or within 200 feet of a residential zoning district boundary, measured from property line to property line, the use shall not operate or have any loading or delivery activities between the hours of 9:00 PM and 7:00 AM.
  - 3. No Nuisance Created. The use shall not create or cause any perceptible noise, odor, smoke, electrical interference, or vibrations that constitute a public or private nuisance to neighboring properties. Documentation evidencing these elements shall be required at the time of application for special exception approval.

Oftentimes, the above proposed use is operated in conjunction with a restaurant and additional retail uses when it is used to create an incubator scenario for small scaled food and beverage entrepreneurs that require standalone commercial kitchens and associated equipment to start and grow their food and beverage related products, while learning the necessary business skills to become successful in their trade. Ultimately, this is the intent of the proposed Ordinance (as opposed to the typical large-scale food manufacturing ideology)

A copy of the Town's Official Zoning Map is included on the next page. It identifies the C-1 zoning district within which this use is being proposed. The use may be expanded into other districts in the future after its success is measured, or possibly the demand presents itself.



# Lake Park Zoning Map



#### **Staff Recommendation**

Staff recommends <u>APPROVAL</u> of the proposed text amendments to Town Code Sections 78-2 and 78-71 to allow for a Small Scaled Food and Beverage Production uses to be defined and incorporated in the C-1 zoning district, as proposed by staff.

<sup>\*\*</sup> All property owners within the C-1 District were noticed with a letter that was mailed out on June 26, 2020 and an advertisement was also placed in the PB Post on June 26, 2020. An additional advertisement will be placed prior to 2<sup>nd</sup> reading. \*\*

#### LEGAL NOTICE OF PROPOSED ORDINANCE TOWN OF LAKE PARK

Please take notice that on Wednesday, August 19, 2020 at 6:30 p.m. or soon thereafter the Town Commission, of the Town of Lake Park, Florida will hold a virtual meeting by ZOOM (please visit the Town website at <a href="www.lakeparkflorida.gov">www.lakeparkflorida.gov</a> for virtual meeting details) to consider the following Ordinance on second reading and proposed adoption thereof:

#### ORDINANCE NO. 08-2020

AN ORDINANCE OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 78, ARTICLE III, SECTIONS 78-2 TO ADD THE DEFINITION OF SMALL SCALED FOOD AND BEVERAGE PRODUCTION; PROVIDING FOR THE AMENDMENT OF SECTION 78-71, THE C-1 BUSINESS DISTRICT TO ADD SMALL SCALED FOOD AND BEVERAGE PRODUCTION AS A SPECIAL EXCEPTION USE; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

If a person decides to appeal any decision made by the Town Commission with respect to any hearing, they will need a record of the proceedings and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. For additional information, please contact Vivian Mendez, Town Clerk at 561-881-3311.

Vivian Mendez, MMC, Town Clerk Town of Lake Park, Florida **PUB**: August 9, 2020 The Palm Beach Post



#### Notification of Public Meetings

June 25, 2020

Dear Property Owner:

You are receiving this notice of public meetings because you are the legal owner of record for property that is located in the C-1 Zoning District discussed in this correspondence. The public meetings listed herein are being held to hear the text amendment described below the AGENDA ITEM portion of this letter.

Should you wish to attend the meetings or comment on the text amendment please take note of the date, time, and the instructions for attending and commenting detailed below. If you do not wish to attend the meetings and do not have any comments, you may disregard this notice.

# PUBLIC NOTICE TOWN OF LAKE PARK NOTICE OF VIRTUAL PUBLIC HEARING AND VIRTUAL QUASI-JUDICIAL PUBLIC HEARING

PURSUANT TO THE AUTHORITY OF GOVERNOR DESANTIS' EXECUTIVE ORDER NUMBER 20-69, THE TOWN OF LAKE PARK PLANNING AND ZONING BOARD AND TOWN COMMISSION WILL BE UTILIZING COMMUNICATION MEDIA TECHNOLOGY AS PROVIDED IN SECTION 120.54(5)(b)2. FLORIDA STATUTE.

DUE TO GOVERNOR DESANTIS' EXECUTIVE ORDER 20-69, THE PLANNING AND ZONING BAORD OF THE TOWN OF LAKE PARK, FLORIDA WILL CONDUCT A VIRTUAL MEETING UTILIZING COMMUNICATION MEDIA TECHNOLOGY ON Monday, July 6, 2020 AT 6:30 P.M. OR AS SOON THEREAFTER AS CAN BE HEARD. COMMUNICATION MEDIA TECHNOLOGY WILL BE USED TO BE TRANSPARENT TO THE PUBLIC. A QUORUM OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA AND PUBLIC PARTICIPATION WILL OCCUP USING COMMUNICATION MEDIA TECHNOLOGY.

Members of the public that wish to view the meeting may do so by joining Zoom from your computer, tablet or smartphone via:

Join Zoom Meeting

https://us02web.zoom.us/j/86749869898?pwd=UDZidHdaaXE0Y1FXTWlrQzVxdzJwQ

Meeting ID: 867 4986 9898 Password: 569770

Dial by your location

+1 929 205 6099 US (New York)

Meeting ID: 867 4986 9898

Password: 569770

Find your local number: https://us02web.zoom.us/u/kexhtoTBLW

Public comment must be submitted 24-hour in advance of the meeting to the Town Clerk at <a href="townclerk@lakeparkflorida.gov">townclerk@lakeparkflorida.gov</a> or Community Development Department at <a href="townclerk@lakeparkflorida.gov">townclerk@lakeparkflorida.gov</a>.

#### AGENDA ITEM

The Planning and Zoning Board will consider a text amendment to add additional uses to Chapter 78, Article III, Section 78-71, the C-1 Zoning District. This amendment would provide a new special exception use category for small-scale food and beverage production as well as performance standards for these uses.

#### **PUBLIC HEARING**

MEETING: PLANNING AND ZONING
LOCATION: ZOOM (VIRTUAL) MEETING
DATE: MONDAY, JULY 6, 2020

TIME: 6:30 P.M.

MEETING: TOWN COMMISSION

LOCATION: TOWN HALL COMMISSION CHAMBERS (535 PARK AVENUE,

LAKE PARK, FL, 33403) — PLEASE VISIT THE TOWN WEBSITE IN ADVANCE OF THESE MEETINGS IN THE EVENT THE MEETING BECOMES A VIRTUAL MEETING INSTEAD OF AN IN-PERSON MEETING.

WEDNESDAY, AUGUST 5, 2020 (FIRST READING) AND

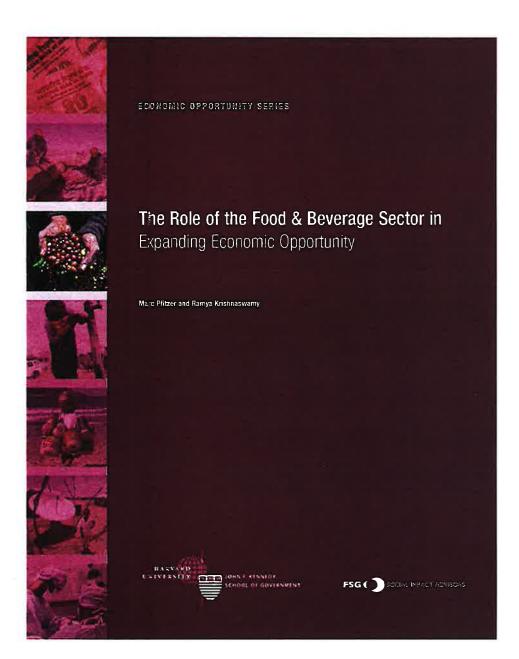
DATE: WEDNESDAY, AUGUST 19, 2020 (SECOND READING FOR FINAL

ADOPTION)

TIME: 6:30 P.M., OR AS SOON THEREAFTER AS CAN BE HEARD.

Should you wish to review any of the documents associated with the application, or if you have further questions about the application please contact Anders Viane at 561 881 3320 or aviane@lakeparkflorida.gov.

Anyone wishing to appeal any decision made by the Planning and Zoning Board or Town Commission with respect to any matter considered at any meeting or hearing will need a record of the proceedings and, for such purpose, may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based. One or more Town Commissioners and/or Board members may be participating in this meeting.



#### FOR REFERENCE ONLY

Written by Marc Pliquer and Ramya Krishnaswamy Preface by Beth Jenkins Designed by Alison Beanland

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#### Acknowledgements

The authors gratefully acknowledge Microsoft for its support of FSG Social Impact Advisors' angagement with the Kennedy School's CSA Indiative in its economic opportunity work including the research, writing, and publication of this report. They also admovredge the leadership, enthesisms, and substantive input into this research provided by Jane Nelson, Beth Jenkins, and Jennifer Hash at the CSR Initiative Finally, the authors thank the leaders in the food and beverage industry who took time to teriopale in intervent and offer than thoughtful insights and ideas Without their invaluable communitions, this report could not have been produced

#### Rights and Permissions

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Pfitzer, Marc and Ramya Krishnaswamy 2007 The Rale of the Food & Beverage Section in Expanding Economic Opportunity, Corporate Social Responsibility in tiative Report No. 20 Cambridge, MA: Kennedy School of Government, Harvert University.

#### Disclaimer

The findings, interpretations, and conclusions extressed began are those of the authors and do not necessarily reflect the views of the Kennedy School of Government, Harvard University or the CSP initiative's various unterral collaborators within the Economic Opportunity Program

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#### Preface

Beth Jenkins, CSR Inibative. Kennedy School of Government, Harvisrd University.

The past lifty years have writnessed a "revolution" in global economic growth. Yet not everyone has participated in this revolution. More than 65% of the world's population, over four billion people, still fives on the equivalent of less than \$4 per person per day. Even worse, the world's poor are severely constrained – and often completely lacking – in opportunity to do better for themselves.

The business community has both the capabilities and the strategic, business reasons to play a major role in creating these opportunities. The CSR initiative's Economic Opportunity Series, a product of our Economic Opportunity Program, explores this role across a range of industries.

"Economic epportunity enables people to manage their assets in ways that generate incomes and options." For the poor, it velificod choices — in employment and entrepreneurship — are constrained by a wide range of interdependent obstacles, ranging from geographic isolation to market failures to political accusation. This suggests that when we think about eradicating poverty, we should think broadly about creating economic opportunity. Economic opportunity is not, in itself, a eclution; instead it is a context in which individuals can create their own solutions. It is a combination of factors that enables the poor to manage their assets in ways that generate incomes and options.

Creating or expanding economic opportunity could rightly be considered a responsibility of governments toward their citizens. But in today's global market environment, various risks and opportunities provide reason for business to engage.

One key reason, across industries, is for business to leverage its own comparative advantage in society. As Millon Friedman might say, "the business of business is business" – and this is exactly what gives firms the capability and credibility to expand economic opportunity. Business activity creates jobs, cultivales inter-firm lithinges, entables technology treater, builds human capital and physical britishaucture, generates tax revenues for governments, and, of course offers a variety of products and services to consumers and other businesses. Each of these contributions has multiplier effects on development.

In developing countries, companies' multipliers often fail to reach the scale or leverage of which they might be capable - often due to market fallures and governance gaps. More deliberate management attention is required to unjock their full potential.

The Economic Opportunity Series explores four key strategies companies can use to expand economic opportunity;

Creating Inclusive Business Models	Involving the poor as employees, entrepreneurs, suppliers, distributors, retariers, customers, and sources of innovation in financially viable ways
Developing Human Capital	Improving the health, education, experience, and skills of employees, business partners, and members of the community
Building Institutional Capacity	Strengthening the industry associations, market intermedianes universities, governments, civil society organizations, and grassroots groups who must all be able to play their soles effectively within the system.
Helping to Optimize the "Rules of the Game"	Shaping the regulatory and policy trameworks and business norms that help determine how well the economic opportunity system works and the extent to which it is inclusive of the poor

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There is enormous variation in the roles companies can play, depending on their industries, their particular business models and relationships, and the contexts in which they operate. The industry reports in the Economic Opportunity Series explore this varietion, offering more specific and detailed examples for different industry sectors. The research suggests, in general, that inclusive business models can be the most effective and sustainable ways companies can contribute. Complementary strategies such as developing human capital, building institutional capacity, and helping to optimize the "rules of the game" can also have significant impacts. These strategies are offen used in combination with inclusive business models, to enhance both their commercial viability and their development impact.

The research that has cone into this senes also suggests that company efforts to expand economic opportunity can draw upon core business, philanthropic, and public donor funding, depending on the balance of business and social benefits expected, the likely timetrame for their realization, and the level of uncertainty or risk involved, Hybrid approaches are increasingly common.

So is collaboration, Compilex, systemic challenges like expanding economic apportunity present trustratingly frequent bottlenecks to unilateral action, composite or otherwise. Even the best-resourced efforts eventually runs into limitations on scale somewhere.

Collaboration allows parties to share knowledge and information, pool searce or diverse assets and resources, access new sources of innovation, create economies of scale, and enhance the legitimacy of the parties' own individual activities, in addition to assembling the necessary resources and capabilities, collaboration can generate new capabilities and change operating environments in ways that create new strategic opportunities.

The Economic Opporturity Series is part of a growing effort within the business and development communities to make the links between business activity and poverty affeviation. Experimentation and learning ere happening tast. As a result, the series must be considered a work-in-progress, and readers are invited to share their experience and reflections with us. We look forward to being part of the dynamic growth and development occurring in this field.

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## 1 The Role of the Food & Beverage Sector in Expanding Economic Opportunity

The food & beverage industry has a unique role in expanding economic opportunity because it is universal to human life and health. The industry operates at multiple levels of society: families grow crops for their own consumption, communities trade fresh produce and home-processed goods, local companies transform domestic crops for local markets, and international corporations purchase commodities globally to deliver products across geographies.

In this diverse landscape, billions of people grow, transform, and sell food, particularly in developing countries where agriculture dominates all other economic sectors. Yet a vast share of these workers cannot both satisfy their immediate consumption needs and earn sufficient income from food markets to improve their lives. This paper provides insight into how pioneering large firms are breaking this dilemma and building economic opportunity around food & beverage value chains.

#### 1.1 The Advantage of Large Firms

By tackling specific barriers in a few locations around the world, large companies are demonstrating that progress can be made: people can turn their work into incremental gains in income and improved standards of livings. Unsurprisingly, companies' interventions reflect their own business models and span agricultural production of raw materials, froid processing, and distribution and marketing activities. By changing the conditions in this "field to mouth" value chain, large companies help provide stability and opportunity to thousands of people.

Such changes rarger the critical pre-conditions to economic opportunity. They create inclusive business models with emphasis on global or local markets, build the human and physical capital of the poor to participate effectively in food & beverage value chains, and work to overcome the adverse institutional and policy factors, among others, that prevent food & beverage value chains from fulfilling their promise of value distribution.

While such interventions are by no means the prerogative of large international firms, such firms do have advantages in taking action:

- Knowledge of demand market. Large companies understand both domestic and international markets, the
  nature of demand for foodstuffs, and therefore the 'bar' that the poor must clear to market their goods (not
  least to companies' own purchasing departments). In many of the cases reviewed, a recurring objective is to
  raise the crop quality of small-scale farms, which are challenged to keep up with ever-rising standards for
  crop production.
- Span across the value chain. Additionally, the major firms in this sector operate or strongly influence entire
  value chains from growers to consumers. That reach is particularly powerful for creating economic

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opportunity because large companies can either link poor producers to the rest of the world or strengthen local cycles of wealth creation by mobilizing growers, producers, distributors, and consumers.

Resources and credibility. Not least, large companies have the weight to confront legacy approaches to
production and vested interests in supply chains and the reputation to be credible partners to a wide variety
of allies sharing complementary objectives. Together, they can afford to invest for the long term and infuse
patient capital incortransformative initiatives.

#### 1.2 Learning from Existing Research

Food & beverage companies expand economic opportunity in many ways, in both rich and poor regions of the world. A number of studies have highlighted the contribution of the industry in creating both economic and social value.<sup>12-14</sup> From revenues generated by the industry worldwide, a large portion of value flows to:

- · farmers involved in raw materials production
- · local food processing or manufacturing capital investments
- both direct and indirect labor
- · governments as taxes
- . local and global investors as dividends

More specifically focused on a low-income context. Unilever and Oxfam's landmark study on the socioconomic impacts of the Unilever value chain in Indonesia demonstrated how far this value distribution can go: while the company employs 5,000 people in that country, an estimated 300,000 additional jobs are supported both upstream in food production and downstream in distributions' Similarly, in a December 2006 Harvard Business Review article, Michael Porter and Mark Kramer highlighted the "shared value" created for both Nestlé and local communities as a result of the company's long-term investment in developing milk districts in India and Pakistan. This investment has ensured a growing source of quality supply to the local dairy market, income growth to farmers, and significant associated gains in communities' access to education and health."

#### 1.3 Learning from Case Studies

The role of large firms and of their partners in expanding economic opportunity can take a variety of forms. The enterging Indian retail giant, Reliance, is reaching into the country's own rural agricultural supply chain to provide quality foods for its stores, Nestlé is linking the economic engine of its milk supply chain in Pakistan with an initiative to support thousands of women entrepreneurs trained in livestock care. Coca-Cola Sabco, an East African bottling company, is creating hundreds of micro-businesses to improve product distribution. Whether the long-term vision is about developing local markets or global supply chains, the different scenarios all have one thing in common: they focus on the ability of poor communities to create and capture more of the value from their labors.

These cases are still exceptions, albeit formidable ones. Multinationals generally do not purchase from micro farms, but from larger, more efficient agricultural producers or trading companies that aggregate and sell food commodities. And the typical strategy for entering developing countries is not to employ and serve the poorest

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of society. In fact, because of advances in food manufacturing, packaging, and marketing, the only customer segments that large firms can serve profitably with legacy business models are the wealthy few in urban centers. To produce at equal quality and at prices affordable for Bangladesh's poor. Danone Grameen, for example, had to shed a number of technologies involved in the company's mainstream approach to manufacturing, instead using more labor-intensive processes.

Increasing the number and scale of such initiatives requires new approaches that stretch 'business as usual' practices. The case studies reviewed for this report provide insight into the necessity of collaboration. All but one assign specific roles to cross-sector partners in growing inclusive business models, building the human and physical capital of the poor, and improving enabling institutions and policies. But for these efforts to lead to sustained social and economic gains also requires consideration of other dimensions: creative strategies must be developed to secure, diversify, or multiply sources of income, to protect the environment, and to scale up individual success stories to levels where vast impact can be achieved.

Finally, in comparing all the case studies, a powerful dilemma emerges regarding how best to expand economic opportunity: Are the poor better served by connecting poor producing regions to high-putchasing-power international markets, where larger margins offer more value for redistribution, or by progressively scaling up local businesses operating on extremely thin margins? Perhaps the simple answer is both are required.

#### 1.4 Methodology

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This report applies the results of primary and secondary research to a number of case studies to draw lessons on strategies for expanding economic opportunity in the food & beverage sector. Primary research consisted of telephone interviews with 19 experts representing large multinational or national corporations (see List of Companies Interviewed). Secondary research included a review of relevant reports, studies, and articles from a range of sources for each case study.

Findings are divided into three primary sections. Section 2 provides an overview of the business case for engagement in expanding economic opportunity in developing countries. It focuses on the motivation for intervention at global or local levels. Section 3 presents a framework developed by the authors to depict the range of strategies companies are using to tackle barriers to economic opportunity, with particular emphasis on the division of labor emerging between partners. Section 4 outlines key lessons—and concerns—for the industry in engaging in expanding economic opportunity. Finally, Section 5 provides case studies profiling the economic opportunity strategies employed by a number of different companies.

#### 2 The Business Case for Engagement

#### 2.1 The Need for Sustainable Food & Beverage Production

"Depletion of natural resources and problems faced by rural communities affect agricultural productivity. Ensuring susuitable agricultural practices is in the interest of the entire food chain, from producers to consumption is set to double in the coming 25 years, which will require producing two to three times more agricultural products on the same amount of cultivated land." - Nestlé

Embedded in Nextlé's motivations for investing in agricultural regions are inter-related economic and environmental interests. In fact, most cases profiled in this report feature joint agendas: finding new ways to create and share wealth while diminishing adverse impacts on nature.

Major firms in the industry are concerned about maintaining access to quality foodstuffs despite potential—often man-made — disruptions to their supply chains. These include population growth encroaching on agricultural lands, increasing water scarcity and pollution, climate change resulting in increased frequency and severity of droughts and floods, and the spread of infectious diseases affecting planes, pullinating insects, and human beings. In the context of degrading environments, the poor are particularly affected as they possess fewer resources with which to react or adapt to changing conditions. Global consumers, in turn, are increasingly willing to pay premiums for safe, organic, and sustainable products that address their health concerns, as well as their interests in preserving the environment and fighting poverty. In this equation, however summarily depicted here, lies the opportunity for large companies to anticipate the needs of consumers, improve lives, and mitigate the environmental footprint of their industry.

#### 2.2 Improving Global Supply Chains

With this outlook, food & beverage companies are naturally turning their attention to the state of agricultural supply chains, particularly around crops in high demand internationally, originating from poorer countries, based on highly fragmented production, with farmers struggling to keep up with rising standards of production in terms of both farming practices and product quality.

#### 2.2.1 Securing the Supply Chain

The crops featured in our examples have transformational potential in both environmental and economic terms. They include prem um coffee that can be grown under forest cover rather than through slash-and-burn practices, and new, biodiversity-friendly native crops developed as better alternatives to existing raw materials. The initiatives surreunding these crops empower farming communities to raise production standards while

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offering different levels of guarantee on product uptake. They allow participating companies to count on access to highly traceable food materials at needed quality, quantity, and price levels, and to be sure that they are not associated with environmental degradation.

Supply chain security can also be achieved more indirectly, as Nestlé is showing in Pakistan. While it has a long history of working with farmers to improve milk production standards, the company is finding another way to promote both economic activity and better food standards. Instead of training farmers directly, Nestlé agronomists, with the support of United Nations Development Programme (UNDP) and the Government of Pakistan, are developing a cohort of women entrepreneurs empowered to sell animal healthcare services to their Punipibi farm communities. Better livestock health ultimately translates into improved supply conditions for Nestlé and other local buvers.

#### 2.2.2 Developing Alternative and Innovative Food Content

Faced with growing concern about the impact of palm oil. Unilever is banking on Allanblackia (AB) oil as a long-term substitute in the production of low-cholesterol margarine. The company's extensive research on the properties of AB oil puts it in a unique position to take advantage of this new biodiversity-friendly and incomegenerating crop. Because the initiative does not build from an existing base of agricultural activity, it requires a multi-year commitment. As Unilever's Harrie Hendricks states, the company plans to "bring the voluntes to a level where economies of scale reduce cost and make the whole project sustainable. Then, with a new raw material established, hundreds of thousands of farmers in Africa can earn a decent living from it."

#### 2.2.3 Meeting Demand for Sustainable Products

Trading companies positioned between growers and food manufacturers are also promoting sustainable agricultural practices. One incentive is to avoid disintermediation by global companies creating direct linkages with the poor in order to offer a "responsible" value proposition to consumers. ECOM, one such trading company, is helping hundreds of coffee producers in Honduras achieve certification for responsible coffee production and sourcing, resulting in both economic gains and wider quality of life improvements in grower communities.

In some cases, companies are taking the responsible or sustainable value proposition all the way to consumers to achieve a "values premium" that goes beyond quality or safety guarantees. This includes additional efforts by lead companies and partners to gain exclusive access to crops, and to brand products on the basis of their benefits to communities and to nature. Starbucks' Conservation Coffee Alliance falls under this logic: its intervention transformed coffee production in Chiaqua in Mexico, where the company is now purchasing more than 50 containers or approximately 2 million pounds of high-grade coffee annualty, an increase of 48 containers from when the program first begun. Togethet with a number of other social and environmental efforts, the objective is to position the company as responsible and maintain a positive image to a fiercely quality- and experience-conscious coffee shop industry.

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#### 2.3 Developing Local Food & Beverage Markets

While global companies might first focus on export-based opportunities, a number of examples also emphasize efforts to build local food & beverage value chains. In each of the cases, companies are addressing immediate or anticipated constrairts to growing domestic versions of their business models. As Danone testifies, even if designed primarily as social investments, these initiatives stretch companies to innovate and develop completely new business models that rely less heavily on costly technologies, without sacrificing product integrity. Such initiatives may focus upstream on supply conditions and food processing or include distribution and consumer marketing. They create a greater diversity of jobs than do models associated with production for export, where employment is concentrated in familie.

#### 2.3.1 Improving Access to Local Foodstuffs

SABMiller and Cargill are focused upstream with their initiative in Rajasthan in India to improve barley production and satisfy domestic brewing needs. A key incentive is to raise local standards sufficiently to lower the companies' dependence on international supplies of quality barley for malt production. The program is currently working in 150 villages spread through three districts of Rajasthan. The goal is to purchase up to 10,000 tons of high-grade barley locally.

Reliance India is also dependent on improving local food production. The Indian conglomerate, traditionally active in petrochemicals, is now building a chain of retail stores that will cover 1,500 sites in India. To supply its new stores, Reliance is in great need of quality produce. Farming in India, however, is highly fragmented and subject to hard climatric conditions: once barvested, it is very difficult to keep fruit and vegerables fresh under extreme temperatures. Reliance has therefore developed a network of collection centers located close to farmers. These have reduced spuilage of crops to 5% from an average of 30% and cased handling charges paid by fartners to middlemen by 50%. The plan now is to expand the model with Rural Business Hubs which, in addition to being trading centers, will provide agricultural education to improve farm yields and environmental practices. The hubs will also offer health services, shopping, and even entertainment.

#### 2.3.2 Improving Distribution

Coca-Cola Sabco (CCS) is a key border for Coca-Cola in East and South Africa and Asia. In 2002, CCS faced distribution difficulties as a result of poor infrastructure in East Africa, where traditional methods of distribution were costly and ineffective. To address these issues, CCS designed an innovative system of Manual Distribution Conters (MDCs) that build its distribution network through small-scale enterprises. These enterprises employ eight to 10 people each and sell Coca-Cola to retail outlets within geographic radii of about 1.5 kilometers. MDC owners and staff are trained in basic principles of business, such as profit and cash flow management, customer service, optimal warehouse management, and marketing. They are also offered non-business training, for instance in HIV/AIDS awareness. Currently, there are 380 MDCs in Kenya alone, generating \$100 million in tevenue annually, employing approximately 4,000 people, and supporting families of approximately 16,000 people.

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#### 2.3.3 Building a Culture of (Social) Innovation

Danone Grameen's joint venture in Bangladesh to produce and market yogurt in poor communities covers the entire food & beverage value chain, including upstream and downstream activities. The initiative covers the development of micro-firms for quality milk production, manufacturing using a novel process that emphasizes labor over technology, and door-to-door distribution by "Grameen Ladies," In fact, the venture goes beyond creating economic opportunity to addressing nutritional deficiencies in children, in line with Danone's mission "to bring health through food to a majority of people." While the first factory employs 30 people recruited and trained from the community, the development of micro-farms and distribution agents will employ up to 1,000 people. The initiative foresees establishing up to 50 such value chains across Bangladesh, which means employment and economic opportunity on a vast scale. Most importantly, it infuses Danone with a spirit of social innovation that challenges legacy business models.

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#### 3 Business Strategies for Expanding Economic Opportunity

This report has assumed that investments by large firms in expanding economic opportunity have focused on specific barriers to people's ability to work, accumulate assets, and improve their lives. Our case studies show that a number of barriers must, in fact, be tackled simultaneously. Collaborative action across sectors is often necessary, as no company or partner organization possesses all the capabilities need to overcome all barriers.

From the case studies explored in detail, we found three different levels of interventions for expanding economic opportunity: creating inclusive business models involving the poor as entrepreneurs, suppliers, distributors, retailers customers, or sources of innovation; building the human and physical capital of the poor to enable them to participate in these models; and tackling specific institutional or policy barriers in the enabling environment to enhance feasibility and impact. Behind each intervention are specific activities carried out by a variety of pertners across business, government, civil society, and the international donor community (see Figure 1).

FIGURE : THREE INTERVENTION LEVELS TACKLED BY CROSS-SECTOR PARTNERS

	Compenies	Mills (or Academin)	Local Government / MLO <sub>2</sub> / Bitaterals
Create Inclusive Business Models	Research how to grow and commercialize crops Local floodership transport and processing Parchasing with pperantees Undering distribution networks and micro-businesses Frauncing many transport forms Frauncing many transport forms	Management of crop collection     Financing, mainly through loans:	
Build Physical Capital	<ul> <li>Insisting to Samers through company agruments and premission of alternative sequest of income</li> <li>Establishment of runsi benking systems</li> <li>Provision of new sent as well as pectacion, intributes, oit, it encurance, and other financial investibles</li> </ul>	<ul> <li>Provision of plant material, cood development</li> <li>Tealing (Sine Indicard) on demonstration of transformation of crop</li> <li>Combouland devalopment and certification past-training</li> <li>Entablishouse of rured insulting systems</li> </ul>	Initiative design and (out-financing)     Connitiation of major stateholders and enrolled in the control of the control o
Improve the Enabling Environment including Institutions and Policies	Development and subsceneral of production shortests     Combine of boal MSDs or program outliers to pake innovance and decreaseds restaurable processes Insentinent in adjusticional featurities tor local schools	Research poices on architerable and excitable harring     Research on post namegiment     Remarks of groups / associations for social autoblastics     Remarks of cross attractions on social autoblastics     Remarks of cross attractions on social autoblastics     Remarks of the social autoblastics of social autoblastics of social autoblastics of social autoblastics occurs, reads autoblastics	Coordinate passerth on conventionity integrity to new crop     Support entiremental baseleist;     Foundate to its major of the reservation for applying minimum wages     Support to publician smallers;     provide relevant loaness, build first.

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From this perspective, a number of patterns emerge:

First, initiatives are truly collaborative: they all mobilize cross-sector partners, particularly to address community development needs. Second, interventions for creating economic opportunity do not come as single thrusts: all initiatives employ at least two of these interventions simultaneously. Indeed, creating businesses requires empowered people and supportive environments. The presence of these multiple levels of need is why most initiatives manage very complex change processes and depend on the motivation and resources of many partners.

In different ways, these three levels of intervention help to overcome a variety of barriers to expanding economic opportunity along food & beverage value chains. These barriers include the poor's lack of appropriate skills, technologies, and finance, as well as their inexperience in designing and growing businesses, and lack of awareness of the economic and business opportunities. In addition, supportive institutions, reliable infrastructure, and effective "rules of the game" are all largely missing in the contexts in which they live and work. Below, we dissect each intervention separately, while recognizing that they are all inter-connected in practice.

#### 3.1 Creating Inclusive Business Models

Key constraints to designing and implementing business models that include the poor, whether as farmers, distributors, or retailers, include their inexperience in designing and growing businesses and their difficulty in accessing financing for their operations.

#### 3.1.1 Inexperience in Designing and Growing Businesses

The poor often lack the capability to design and grow their businesses to meet the safety, quality, quantity, and other requirements of participating in the value chains of larger firms. To address this barrier, large firms are applying their expertise to help farmers and small business partners accelerate progress toward sustainable, scaleable models that can create enough value to improve lives.

Upstream, farms are rurned into competitive enterprises by infusing knowledge on how to grow and commercialize high-quality crops. These businesses can expand on the basis of higher prices and more scable cash flows. Starbucks, for example, has been able to pay a 20-40% premium above locally attainable prices for quality coffee in Chiapas. ECOM similarly sells certified coffee from its sustainable coffee program to Sara Lee at a \$5 premium per bag, with \$3 going to growers and \$2 to the local non-profit set up to help implement sustainable farming practices.

Companies also try to share value locally by helping to design and develop businesses further down the value chain. Unilever, for example, established an independent company to process AB nut in Tanzania and set up local buying centers which employ 45 people, Interestingly, in this case, the company goes beyond offering premium prices to secure supply: it guarantees that same price until the new operation realizes full economies of scale. Meanwhile, the company is actively searching for secondary guaranteed buyers for AB oil to improve long-term prospects for the crop.

Datione Grameen goes even further by building an entire chain of businesses from micro-farms to yogure factories to small-scale distribution enterprises. The venture, however, faces challenging economics: with yogure portions sold at 5 taka (\$0.07 US) in order to be affordable to local communities, little margin is available to operate this array of businesses, Consequently, a dilemma arises; is economic opportunity better delivered by connecting the poor to international but volatile markets that allow for redistribution of significant value added, or by developing local markets which face such constraints?

#### 3.1,2 Lack of Financing

A key obstacle for small farmers and entrepreneurs in establishing and growing their businesses is a lack of access to finance, Credit to finance new activities or technologies can be offered directly by company programs, as in the case of the Danone Grameen joint venture, or through partners, as in the case of Conservation International's Verde Ventures, Ecologic Finance, and Calvert, which partnered with Starbucks in the Conservation Coffee Alliance, Each was already providing credit to farmers in Latin America.

In the case of Coca-Cola Sabco, the International Finance Corporation (IFC) was looking for appropriate corporate partners in East Africa to drive economic development through small business creation, Through their partnership with CCS. IFC assisted entrepreneurs interested in setting up distribution businesses to obtain favorable financing for their operations. IFC's role was critical in encouraging local banks to become involved as well.

Governments and representative offices of global multilateral agencies play important roles in co-designing and financing many initiatives. In almost all cases profiled here, development institutions cover significant portions of the budget, UNDP is financing 80% of the \$5 million budget for women livestock caretakers in Pakistan, for example, and the US Agency for International Development invested \$1.2 million in expanding the Conservation Coffee Alliance throughout Latin America, in addition to issuing a \$4 million credit guarantee to Ecologic Finance to secure its loans to farmers. And the UK's Department for International Development, the Netherlands Development Organization, and the Austrian government are infusing funds into Unilever's \$4 million AB oil program in Tanzania. Beyond financing, however, it is clear that these institutions also contribute legitimacy and valuable support in mubilizing implementing partners and program communities. Local government institutions play important rules on this level as well: issuing appropriate licenses hosting community engagement processes, and communicating progress to other public institutions.

#### 3.2 Building Human and Physical Capital

Whether they aim to build up suppliers of raw material, plant operators, or distributors, all initiatives examined include considerable transfer of skills, rechnologies, and new financing mechanisms. Case studies strongly suggest that this is a fundamental intervention level.

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#### 3.2.1 Lack of Skills

Training on how to grow crops for quality and environmental sustainability, operate processing plants, or manage distribution businesses is found in every case featured. Interestingly, the division of labor between companies and NGOs is not highly differentiated at this level: Nestlé has its own agronomists training livestock caretakers in Pakistan (a key reason UNDP selected the company as implementing partner), but ECOM, having realized that it was difficult to work with local stakeholders as a trading company, decided to create a local NGO (the Alianza por la Sostenibilidad) to train farmers in sustainable coffee farming.

#### 3.2.2 Lack of Needed Technologies

Technology transfer is similarly present in a number of initiatives, whether providing cold chains for milk conservation, or plant material to reach new quality standards in coffee production. Again, these assets can come from various sources: either the company has access to the technology or a partner NGO steps in, as Conservation International did with its plant nurseries in Chiapas.

#### 3.3 Improving the Enabling Environment

The principal barriers addressed here are contextual; they are missing public goods that allow businesses to grow and operate. These deficits might be found in concrete infrastructural or institutional gaps, in policy vacuums, or in even more intangible factors such as local beliefs and norms, While there are many ways to categorize barriers in the enabling environment, the case studies suggest four important areas to address to create economic apportunity.

#### 3.3.1 Low Awareness of Economic Opportunities

The first area builds awareness about economic opportunities and the benefits of changing practices, Social mobilization to "sell" the projects appears to be a shared role across sectors, even if companies frequently build on the credibility of NGOs, local governments, and agency representations to publicize and encourage programs. Unilever has relied on a number of NGOs to create farmer-producer groups that build awareness first, and then skills. SABMiller and Cargill's program established centers in three districts of Rajasthan to mount publicity campaigns targeted at barley farmers about the potential for growing a higher-grade crop. Danone Grameen benefits from the considerable aura of Grameen, and the trust it generates among the poor, to mobilize communities to join its new businesses, Reliance's ambition to make Rural Business Hubs into centers stimulating agricultural productivity in India is based on added services to farmers as a pull mechanism for mobilization.

#### 3.3.2 Dearth of Supportive Institutions

The second area to address is the availability and strength of local institutions, such as farm groups, to orchestrate necessary educational, financial, or transaction processes, This category of interventions even extends more broadly to essential community institutions, such as schools. Whether as cooperatives, educational centers, or trading houses, building new centers of economic activity is a pattern visible in almost all examples.

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#### 3.3.3 Deficiency of Infrastructure

The chird, though far less frequently addressed area, touches on the infrastructure needed to collect or transport goods, SABMiller and the Muratka Foundation, in parallel to working with farmers, are supporting a network of over 70 social entrepreneurs in targeted farm communities, These individuals run projects tarring toads, allowing for better transportation of produce or piping treated water to villages. Starbucks Conservation Coffee Alliance also noted that cooperatives' newfound wealth was in part dedicated to repairing roads and making them more rainfall resistant, Such projects serve community activities beyond coffee farming.

#### 3.3.4 Needs for Knowledge and Standards

Lasdy, a critical area for the food & beverage sector, given its sensitivity about food safety and traceability, is to research and develop social and environmental standards to apply to food production and processing, and enforce these through various certification schemes. In Unilever's work on AB oil, a World Conservation Union (IUCN) evaluation ascertained that AB oil production is environmentally sound and socially equitable, and the government-sponsored Tanzania Forest Research Institute (TAFORI) coordinated research aiming to develop an appropriate domestication strategy for the new crop.

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#### 4 Future Opportunities

The companies and case studies in this report are tangible manifestations of the power of business to contribute to gains in prosperity, while progressively diminishing the adverse impacts of economic growth on the environment. A fundamental question remains, however, when considering the vast number of people living in poverty and the rate at which humanity is consuming natural resources: how quickly can success stories be scaled up across regions and industries? In the spirit of expanding best practices in the food & beverage sector, we offer five ingredients, among others certainly, which can be considered:

\*Because expanding economic opportunity is not only about access to aducation, technologies, and finance, but also about awareness of opportunities and belief in the possibility of change, companies have much to gain from non-profits and public institutions."

The must of collaboration. A knee-jerk reaction to the topic of "expanding economic opportunity" is that the private acctor must provide the answer. Clearly, growing and operating business activities is a central component of the cases featured—even the dominant one, as in the case of Danone Grameen. But when dealing with poor communities, it is evident that cross-sector partners are essential as well. Even Danone Grameen relies on the legitimacy of the Global Alliance for Improved Nutrition (GAIN) to research and validate the nutritional benefits of its products to children. Because expanding economic opportunity is not only about access to

education, technologies, and finance, but also about awareness of opportunities and belief in the possibility of change, companies have much to gain by partnering with non-profits and public institutions. The need for parallel interventions to design and grow businesses, build communities' assets and capabilities, and improve enabling environments suggests that collaborative approaches are in fact optimal.

2 Patient capital. The ability of governments and foundations to provide patient capital (not seeking competitive market returns in the short term or at all), directly or as providers of credit to local businesses, plays a central role in a number of cases. This funding allows for the progressive scale-up of business models which may only yield competitive returns to participating companies in the long term. Because the food & beverage sector can address both economic development and environmental agendas, their initiatives can tap into a range of budgets among public and private donors. When confronting the long-term economic realities of many of these projects, companies should take comfort in the fact that significant amounts of patient capital appear to be available for those willing to take the lead and collaborate.

Planning for sustainability. There are two facers involved in sustaining "wins." First, economic gains can be made more sustainable. Among the cases reviewed, different levels of guarantees are provided; some companies pay premiums over market prices, period. This raises the question of what would happen should market prices plummet. As there is not yet a wider market for AB oil, Unilever goes further by guaranteeing a price until 2012 while looking for other buyers for the crop. ECOM invests some resources to reduce growen' dependency on coffee (for example, by assisting them to diversify into fish and poultry), while Nestlé focuses on a model — livestock care — that is likely to be of long-term value, regardless of market dynamics, as long as

women are equipped and trained to serve farmers. Danone Grameen is building a self-sustaining model from the outset, knowing that the economics of the venture will be challenging at least until some level of scale and experience is achieved.

Second, because the food & beverage sector is so deeply connected to the state of natural resources, expanding economic opportunity goes hand in hand with environmental sustainability. These two agendas will be increasingly interrelated in terms of scaling up food production and achieving good "values" prices in international markets. The number of case studies which rely on environmental research and guidelines to set the conditions for creating economic opportunity is striking. This duality should be explored in planning new initiatives.

The choice between global and local approaches. The case studies in this report reflect two distinct ways of creating new value for poor communities. The first is to raise the quantity and quality of food products for sale in markets with high purchasing power, such as urban centers or other countries. The second is to build local value chains within rural and low-income communities themselves. Especially if combined with a unique branding strategy around 'pro-poor' produce, significant premiums can be paid via the first strategy to poor producers, which car, invest the additional income in business growth and diversification. When local models are developed, more jobs might be supported, but only in the context of local prices and wages which leaves little room for income redistribution along the value chain. The depth of research of this paper cannot point to the supremacy of one approach in terms of total economic opportunity potential; it simply suggests a choice for companies seeking to expand economic opportunity. Are communities best off depending on significant short-term, but perhaps volatile, income gains, or building local businesses for local consumers that may offer enhanced long-term potential?

"A fundamental question remains, however, when considering the vast number of people living in poverty and the rate at which humanity is consuming natural resources: how quickly can success stories be scaled up across regions and industries?"

**5** Designing for scale and replication. The initiatives documented here share an important theme: their ambition is to reach vast numbers of people with their asset- and capability-building interventions. Starbucks has already increased its supply base in Chiapas from two to six cooperatives and grown the number of participating farmers from 300 to 1.000. The program has also expanded to Peru. Columbia, Costa Rica, and Panama. Over a year into its program with UNDP in Pakistan, Nestlé has already trained 800 women, and will increase that number to 4,000 within three years. Each woman is already earning an average of \$42 a month, on income that will continue to

be tracked over time. SABMiller and Cargill's program currently works with over 2,400 farmers growing higher-grade barley and air, s to reach 3,000. ECOM certified over 500 coffee producers by mid-2007 and targets another 750 for the coming year. Coca-Cola Sabco's MDC model started in Kenya is now being rolled out across East Africa and Asia. The flexibility of the MDC model makes it easily scalable and adaptable to local conditions. Four years since it was conceptualized and implemented, nine other countries (Uganda, Tanzania, Mozambique, Namibia, Ethiopia, Sri Lanka, Nepal, Cambodia, and Vietnam) have successfully implemented it. In replication lies a vital ingredient to create economic opportunity on a vast scale, and one that should resonate with large companies' traditional approaches to testing what works in one market and then sharing the learning on a global scale.

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#### 5 Case Profiles

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#### 5.1 STARBUCKS AND THE CONSERVATION COFFEE ALLIANCE

Starbucks, Conservation International, USAID and Verde Ventures brought together a set of assets and capabilities to transform coffee production in Chiapas, Mexico. The results are enhanced livelihoods for coffee growers, protection of the biodiversity of the region through sustainable agricultural practices, and a specialty premium coffee for Starbucks.

#### Background

The Conservation Coffee Alliance is a collaborative effort to increase the supply of quality coffee in ways that protect forest condiversity and provides new income streams to participating farmers. The utilitative stated in the EL Triumfor reserve in Chiapas, Mexico, In 1995 and had expanded to Peru, Colombia, Costa Sica, and Panama by 2004. Starbucks, hogether with alliance partners including Conservation International, the US Agency for International Development (USAID), and Verde Ventures, brought together a set of assets and capabilities to transform local coffee production and provide new specialty and premium coffee for Starbucks, The initiative allowed six farm cooperatives in Chiapas to triple employment and increase farm revenue.

This case study focuses on the Chlapas region and the impact of the initiative on the economic fabric of the Chlapas communities. The project experienced two major phases: from 1998-2004, activities focused on implementation and scale-wp of the initiative Since 2004, emphasis has been in institutionalizing the model by transitioning from donation of services to a cost recovery model in which farmers purchase additional skills and technology transitioning from more premium coffee sales.

#### Metivation

In I ha with Its integrated approach to corporate social responsibility, this initiative gives Starbucks an optionumity to strengthen supply conditions by stabilizing access to premium crop, interrove the enhancemental and social impacts of its supply chain, and braind the new coffee supply on the basis of origin. Because Starbucks emphasizes premium coffee and fraceability, lovesting in specific regions which can naturally offer quarkly beans is of long-term strategic importance for the company.

With a secure outlet for the crop to sustain the offort, Conservation international (Cf), which first approached Stadbucks about its conservation practices in general, uses the Alliance to further its mission to protect processity and prevent forest destruction through stan-and-own practices, The project is also a strategic fit for USAID as it provides a scaleable model addressing its agenda to promote sustainable farming practices. Verde Ventures, a unit of Cf, along with Calvert and Ecologic Finance, support farm-level hippocing through their credit and four liabilities.

#### Activities

The case example centers on an inclusive business model in which Starbucks sources coffee beans from poor coffee growers in Chiegass, to strengthen this model, Starburks has developed new sustainable coffer-growing standards – the Coffee and Farmer Equity or C A F.E., Practices. To implement these standards, the pranarship has built human capital by offering technical assistance to coffee growers. Of was instrumental in helping Starbucks to develop these guidelines and to plot them in Chiagas with local order tarming cooperatives.

Spætific changes in the supply chain and supply conditions for coffee procured in Chiepas were pursued. They include applying new production standards, building local skills through training, improving access to finance, and breading the product as shade-grown coffee by Startbucks in addition to financially investing in the program both directly and through Vende Venturies, Startbucks' greatest contribution has been to signal its commitment to purchase qualify coffee produced in the region, and to tutifil that promise with ever-increasing uptake. Startbucks' retail growth in Mexico, one of its fastest-expending markets, is also providing a direct channel for the coffee from Chiapas; all of the brewed coffee senied in Startbucks cates in Mexico is grown domestically.

Funded by Starbucks and USAID, Cf has been the principal driver of the program on the ground, An important step was to essibilish the CLAFE Practices which, among other environmental criteria, include verification of shade canopies for growing coffee. Cf assisted in developing these standards by consulting with a broad range of staffeholders, Cf has also winded with farmers to apply the standards to meet Starbucks' aggressive production.

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targets, Cliaiso invested \$0.5 in allon of its own funds, Between 1999 and 2004, Starbucks committed more than \$2 million to the partnership, and loaned anomer \$2.5 million to Verde Venturas, \$7 million to Ecologic Finance, and \$1 million to the Calvert Foundation, Those organizations on kent the funds at affordative rates, enabling farmers to ocver their financial needs until harvest and to invest in production improvements, USAID list invested \$1 million to support Cl in Chapas and their another \$1.2 million to expand the Alterize throughout Latin America. The agency also provided \$4 million in orestit quarantees to Ecologic Finance.

#### Impact

By 2004, Starbucks had alrearly exceeded many of its targets. In that year, the company paid farmers an average of \$1.20 per pound of green coffee. The average price on the Kew York \*C\* market in that year was \$0.70 per pound. However, Starbucks considers the most important metric to be the premium paid locally, not the premium over the international price, on average, the company was pering a 204-40% more than what farmers would have received had they sold locally. An additional benefit of the program is their cooperatives now have enough volume to be suppliers of choice. From two containers of coffee punchased (set three years into the program, Starbucks now sources more than 50 containers annually from the region, or approximately 2 million pounds annually. Additionally, 3,000 hereans of land are maintimized under sustainable best practices for conservation coffee.

CI has collected considerable evidence regarding the broader Impact of the program on communities — they have discovered access to equication has grown significantly, one of the cooperatives used its surplus incume to open a new school to provide previously-unavailable education in grades the through nihe. Distary intake has improved, and participating communities have diversified their crops beyond cothes Eurihermore, roads have been improved by adding gravet to stabilities and cover which previously washed away easily under reinfall.

#### Lessons

The initiative has been a great success along its primary intectives — to raise production levels for premium confee, allow for traceability or product internetly for Starbucks, protect the anymoment, and create economic opportunity. An additional benefit for Starbucks was the organization internetly. An additional benefit for Starbucks was the organization interduce to their customers a new coffee with environmental arthoules, Shade Grown Mexico, which is now included in the company score line-up in regular and decar varieties. While the industrie has helped reinforce the reputation of Starbucks as a socially responsible company. It is not clear, whether it has led to increased sales or differentiation in the marketplace. Consumers seem to appreciate Starbucks' concern for the environment, but they appear still to make purchasing decisions on the basis of exotion packeding and their personal taste for "a confiscion."

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#### 5.2 NESTLÉ AND UNDP IN PAKISTAN

Nestlé Pakistan Ltd has partnered with UNDP-Pakistan to implement a gender support program providing rural women in the Punjab province with Tarking in livestock management and care. Over three years, this program will create a cadre of 4,000 women livestock workers who can deliver primary livestock management, production, and extension services, earning up to \$42 a month.

#### Background

Nestle's partnership with the United Nations Development Programms (UNDP) to develop a Investock management, training program for women of the Purisib province in Paistisan is an exemple of a public-riphate partnership to includes human capacity. The Initiative is a part of UNDP's gender spent program to bring about Community. Employment through Livestock Development & Credit (CBLDAC), The CELDAC project was designed by UNDP upon request of the Covernment of Paikstan, and is expected to run for three years (2007-2009).

#### Motivation

Headquartered in Lahore, Nestlé is Pakistan's largest consumer goods company with sales of more than CHIT 500 million, The company estimates that a million people earn their living from Nestlé in Pakistan, from employees, tarmers, and distributors to suppliers, transport companies, and retailers. Since Nestlé started investing in Pakistan 18 years ago, the company has established the country's largest milk collection network. Today, Nestle collects milk from 146,000 farmers in Punjab who, as a result, receive over CHIT 120 million per year directly from the company. Nestlé is achiefly engaged in a number of michally beneficial partnerships with these suppliers, as with suppliers adopted the world.

in 1992, Nestle set up a milk collection system for farmers in Pakistan and provided their with support through the company's agnotitural services division. This program increased the quality of animal care, resulting in significantly improved milk quality for Nestle and better, more secure fivethoods for farmers' families. Through this experience, Nestle learned that farm animals were mostly cared for by women, who often tacked training in illnestock meaagement, Purthermore, because webstriary care was inimited in usel areas, most animals and not receive limitely tradiment, resulting in a less of income for the family. In 2005, in an effort or accrease some of these challenges, Vestlé Pakistan initiated an agriculture services program for farmers which included a sub-focus on rural ternate lifection extension workers, This sub-focus provided support and education to rural women engage on Investock development and management. UNDP, inspired by the success of this program, requested Nestle's participation in the DELDAC infeative.

#### Activities

JAMP is the CELDAC Initiative's primary dozior, having pledged \$4 million over a three-year period. UNDP was also responsible for initial project design, and continues to provide organize maintening and management support. When developing the initiative, UNDP recognized the key rule that parties could play in its long-term sustainability. In specifying prospective partners, UNDP looked for companies that were already engaged with rural populatives and had the necessary technical Implementation capacity. The initiative is managed by a joint UNDP-Nestié Project.

Measement Unit, which has independent offices, accounts, and staff, and is audited by UNDP.

Nestlé and Engro Foods Ltd, a local Pakistani company, were identified as strong potential partners given their experience with the local market, Nestlé Pakistan is now UNDP's project implementation partner for the Punjab provincie, in addition to previding \$200,000 in grant support and \$800,000 in-kind, the company is also contributing axipit assistance from Nestlé Agricultural Services and Nestlé Pakistan. Engro Foods is UNDP's Implementing partner for the Sindh provincia; The University of Veterinary Sciences in Pakistan is nelping develop curriculturi and certification for the training program.

The CELDAC project aims to achieve two major objectives:

- To create a cadre of 4,000 women livestock workers in three years, building their capacity to deliver primary.
   Ilvestock management, production and extension sarvices; and
- To generate income and employment for about 4,000 poor livestook households through the provision of institutionalized, polisieral-tree credit and servings facilities.

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To achieve these goals, trainees are given a month-long, hands-on training in basic animal healthcare. The training, delivered by technical expects, develops participants' sallify to achieve primary lossicosk management, production, and extension services. Once trained, program graduates are given a kid comprised of medical instruments, medicines, and vaccines to be used in meir future activities. All training program graduates are expected to be self-employed. It is estimated that they will carn Rs 100-500 (\$1.50-8.00 US) per service provided to clients in rural villages.

#### Impact

While the CELDAC project was only recently implemented, it has already gained traction, To date, over 800 women have been trained and certified after passing completion tests developed by the University of Veterinary Sciences. More than 70% of program graduates are already established as independent enforcements, either as investors workers performing approximately 4-5 basic animal health menagement additions per month, invised with certified veterinarians, or as small durly-related business owners linked with the existing market of mfk selects or animal feed providers. The average increase in family income has been approximately Re 2,500 per month, or \$42 US A format evaluation of the crusest will be undertaken by one of 2007.

While only a very small quantity of milk is sold back to Nestite by the women rained in this program, the company has generated goodwill in the community as a result of the program. More tangible custness benefits are not expected in the short term, but may be realized in the long term, UNDP has benefited from working with corporations, building its chapacity in project management and execution.

#### Key Lessons

The different skills and superiences contributed by each partner have been instrumental to the CELDAC project's success thus fair. Particularly important has been partner companies' capacity to first rural acvelopment with market mechanisms. For example, women entrepreneurs have an outfel to sell their misk to Nestlé Engro, or other milk companies, and women viestock workers have been kinked to existing vetertverlants to get access to clients that need servicing," CELDAC's National Project Director and Heart of Corporate Affairs for Nestlé Pakistan, Mr. Syed Fairbrar Afrancd, remarked, "Corporations and development organizations need to collaborate to integrate rural development with market mechanisms, as capacity-building during will only be sustainable if there is a market mechanism.

A challenge Nestle has faced in its elforts to educate women livestock workers relates to the cultural environment in Pakistan, in most rural areas of the country, women have minimal access to education and similed opportunities to generate income it is a great challenge to promote the concept of entrepreneurialism for women in this correct, However, each CEL DAC groundle contributes to the development of a cactre of social microlities that can serve a resource to UMDP and other non-powermental organizations (MGOs) working this freedom.

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#### 5.3 RELIANCE

Reliance Retail is sourcing fresh agricultural produce directly from thousands of farmers in Indian villages through a network of Collection Centers. Belliance provides a guaranteed market, reduces transaction costs, and trains the farmers in better and more sustainable farming practices. The company's initiative has brought higher incomes for farmers and reduced produce spollage up to 35%, resulting in better quality products for Refance retail stores.

#### Background

Redance Retail's vision is to be the most successful and admired organized retail company in india. With a planned investment of approximately Se bullon, Relance is investing in a state-of-tipe air retail inheaturant and susply chain, addressing a suprificant challenge for businesses in India boday Relance's plan will create a national bodding with operations in over 1,500 cities and busins and more than 500,000 employees. The company's retail butlets will include a variety of formals, spanning hypermarkets, supermarkets, convenience stores, spocialty stores, and Pural Business Notes (RBHs).

The RBH concept is still in its final stages of development, with the first RBH to be opened in the fourth quarter of 2007, however, Bevance has sharted gaining relevant experience working with rural farmer communities by building rural Colladium Certifors (COS) for Irosh vegetables and fruits across different states in hidia. Write the scale of impact of the Collection Certifors is far smaller than what the company expects for the Rural Business Hubs, they are aroung within the Collection are understanding of how best to work with rural farmers, laying the foundations for the RBHs to the a success.

#### Mothetian

Relative's investment in its CCs is motivated by the need to source tright-quality fresh produce, as well as the concents mission to create prospenty for Indian farmers and other members of its supply drain, litisprically, india has suffered from a fragimented agricultural supply chain and high rates of produce spokings. Parmers in numerous villages produce crops that must travel many miles before reaching the stores Industry appens estimate that more than 30% of all fresh produce is soot or spokis before it reaches the market. The to regulations in place since the 1960s, all produce had to pass through initiatience or mands to ensure fair prices for farmers and proved hearding during tood shorrages, Almough the regulation was created to safeguard the interests of customers and farmers, it has also contributed to power quality produce higher mark-ups, and inconvenience for all perties involved. While this regulation was presend out three years ago, most readers still produce their supplies using the government licensed mandis. When Retance started its retail stores, called Retance Fresh stores, in November 2006, it decided to ensure a supply of fresh produce in its stores by typessing the mandis, creating CCs in villages where farmers could sell than crops facelly.

#### Activities

With its CCs, Relaince has built an inclusive business model that links the company more closely in the supply chain to poor larmers in bridain villages. To strengthen this business model, they are training those farmers to improve the questive of the produce they self.

Bether establishing a rew CC, Reliance contacts farmers in surrounding villages to mise awareness and provide training on how to cultivate the farmers' desired products, Reliance also distributes plants for contain crops from Reliance-owned nurseries, and provides other relevant information, CCs maintain farmer contact lists and call on their when they are toxing to produce specific crops.

Reliance currently operates 160 CCs across india, with each CC producing produce from villages within a 15iolizineter radius, CC activities include primary grading of produce tessed on quality standards, electronic weighing, loselling into plastic crates, liabelling to allow traceability, and issuing cash payments immediately after defivery. Duling the harvest season, larmers bring their produce to the CCs every day, fixer products are weighted electronically and farmers are quoted prices that match those they can get from the mandis, fletiance promises to purphase all produce defivered, which mandis do not guarantee. The CC also changes handling fees approximately 50% lower than those in the mandis in case of superior quality of produce, farmers are offered better price than these tail for the mandis.

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Reliance uses its own fleet of foucks to transfer fresh produce payly from the CCs to regional processing and distribution centers, which then distributed it to Reliance Fresh stores. "After establishing these centers, we are able to get the produce at the right lime of the day, mansfer it to the storage points, and reduce spokings to less than 5%," savs an official from Reliance Retail.

#### Impact

Paliance is puthing mechanisms in place to missione the impact of its direct procurement in a systematic fash on through farmen interviews. White the results are by no mans exhaustive, they are beginning to confirm the positive impact of local sourcing. For example, farmers working with CCs pay randfling changes up to 50% lower than those indured at mandis. Weigning is biansparent due to the use of electronic scales. Farmers receive cash payment on the spot, as opposed to waiting for a week or longer, as was the case with the mandis According to Reliance, on the spot cash payments are worth a "perceived" higher price to the farmers.

Based on farmer interviews, Relance has determined that its Cofection Centers have partially reduced "distress" sales to the mandis. Through better transparency and practices, Relance is beginning to shape the industry standard for farmer relations, forcing the mandis to informer by stay competitive.

Through the higher prices and agricultural afficiency and sustainability training they receive from Rollance's CCs, tarriers have been able to inforce their productivity. Reliance's farmer interviews reveal greater awareness of quality differentials in their produce, Many farmers say they are alvesting in the seeds and inputs required to grow higher equality produce overall.

While the mandis may be feeling the proof, farmers selving to Rollance have expressed their happiness at being paid in cash as soon as they hand over their goods. "We were dealing with thieves who always used to cheat us," says one farmer who now sells grapes to Reliance."

#### **Next Steps**

While CCs demonstrate a first slep toward creating economic opporability by sourcing directly from harner communities, the impact of Relances Hural Business Hurs is expected to be multi-fald. Through the RRH network, Reliance strices to be the partner of those in creating prosperity for indian farmers, small relaters, and other producers of goods and services, especially in rural communities, where approximately 70% of the indian population likes. The network with help increase harm yellot strongly knowledge dissemination, and produce crops light at the farm-gate level, RRHs will also provide ossential services like healthcare, education, entertainment, and capacity hulding and rural enterprise development entwites finally, Relance hopes its RRHs will offer a new buying experience to rural consumers. The company plans to create approximately 1, 400 RRHs in 20 states covering about 450 distincts in India, reaching over ZPS million people. The overall investment, excluding land, is expected to be approximately \$700 million.

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#### 5.4 SABMILLER, CARGILL, AND THE MORARKA FOUNDATION

Since 2005, SABMiller and Cargill have been working together with the government of the Indian state of Rajasthan, the Morarke Foundation (a local NGD), and local subsistence termers to support the development of a healthy and viable barley mail industry to supply local breweries.

#### Background

SWB Miller, with sales of 254 million Mers of beer and a market stairs of approximately 34%, is the secondlargest beer company in the Indian market it has operated in India and 2000 with 10 brewerse in the country. Carpill is an international provider of foot, agricultural, and risk management products and services. The mail group of Carpill's tood division works in partnership with its distingers to grow mailting baney, Carpill has historically even the primary mailster for SABMiller globality.

Barrey malt is one of the principal ingredients in beer. Rajasthan, where SABMiller sources barley, produces authorized y 20,000 tons of barley per year. The barley however, is largely feet-grade, and hence does not command a premium price. It is therefore not viewed by farmers as a priority crop. Farmers do not lise certified seeds to sow, instead saving seeds from previous growing seasons. Since saved seeds do not guarantee varietal purin, rate of germination, or post resistance, they do not yield consistent, high quality crops.

#### Motivation

As SABMiller Joked to expand its beer market in India, a strategic parmership emerged with Cargill. The company realized if needed better quality mail, and that better quality mail required better quality baries, Cargill McIt India had expressed interest in establishing a world-class mailing unit in India, and SABMiller was increasted in having a high-quality domestic malt supplier. With two agendas converging, SABMiller and Cargil collaborated to restructure the existing supply chain through the Malt Barley Development Program. This pro-jeam, called Samili Unanti (SU), is similar to many other barley development initiatives of SABMiller but has been customized to meet flagathan's unique needs.

#### Activities

A key component of the program has been the creation of SU centers. Through these centers, SABMiller and Carpill use a venety of strategies to make their inclusive ousiness model successful. The SU centers provide certified seeds, agricultural skills training, and other support, and the participating companies are currently in discussions with ICICI Bank to ofter farmers access to credit. The new supply chain structure removes groupel inefficiencies in the previous system, created by poor-quality parley seeds, exploitative credit contribions for farmers, and uninecessary commissions to middlemen.

The SU partnership consists of four members, in addition to the farmers themselves: SABMiller, Cargill, the Mosarka Foundation, and the Rajasthan Covernment, SABMiller established the program and provided initial funding, now, SABMiller coordinates the various members and monitors and reports on the project on an onizing basis. Cargill assists in all operational aspects of the project, manages the SU centers, sells seed, and trains farmers To increase farmer participation, the Morarka Foundation facilitates social modification and Interaction between local communities and SU management and operations staff. The foundation also succorts relationship management for the program by addressing longer-term social needs of SU communities, The Rajasthan Government approves licenses and provides state infrastructure and support for the program. The Government also promotes the SU concept through its extension organizations and leases on ground, for example by raising awareness of the benefits of certified seeds.

SU centers have been set up in (nice districts of Rajastrian, SU ctaff, franchisees, and local Cargill staff have been trained by experts from Cargill Malt Eurasia to provide originity support and extension services, When the program commenced, a publicity campaign was launced to reas eaverness amongst 20,000 local barrey farmors, using a variety of communications tools including "jeep campaigns," farmer meetings, and leastering. This led to a recruitment drive inviting farmers to become members of the SU program. Par loipating farmers bought certified seeds from the SU centers and received access to personalized and group extension services from professional agronomists previded by SABMiller. To give farmors incentives to

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visit the SU centers, several other useful products were othered, including wheat and groundhut seeds, pesticules and fertilizers, cilis, and lite insurance products. Veterinary days and prize draws were also constitue.

Program costs are expected to total between \$92,000 and \$156,000 per year for the first three years. The program is not expected to become self-sustaining in near term, and may need continued investment for an additional three-year term.

#### Impact

There were six SU centers operating as of 2007, supporting 2,400 farmers. The centers have distributed 200 metric tons of centhed seeds and produced 7,000 metric tons of barley, 62% of tarmers who book the seeds have sold back to the centers rather than to traditional middlenen. An extensive system for tracking and reporting progress has also been put in place and is being ministered in administration, a new Inhabitive has been undertaken to examine whether suitable software can be developed to track activities and analyze field data. To better understand the Impact of the program on communities, the Moranda Foundation is developing an extremate database.

Since the program was introduced, boin the yield and quality of barley have improved. In the tast harvest, yield was over 20% higher, though it is difficult to estimate how much of the improvement can be attributed directly to SU. Nevertheless, there are broad indicators confirming the value of the SU program; over a two-year period, SU districts achieved an average yield of 33.3%, while the average for Rajasthan state was 14.2%. Crop quality has improved as well. Average TOW, a measure of mart extract, has increased from 40.5.43 grams since the SU program was immodified.

There has been a direct positive in pact on farmers' incomes as a result of higher yields and crop quality. Farmers receive a 50% subsky on certified seeds and they command up to 10% higher prices from SU centers compared to the mandis.

SABMiller is using the SU program to build credibility and acceptance among farmers and farming communities in the long term, the company can use these relationships to widely distribute better quality seeds. A strategic longterm benefit also exists for Cargilli, as eventually the company will be able to use the Su centers to set and procure additional copy varieties.

#### Lessons

Farmers were initially reluctant to accept the new seeds provided by SU. To overcome this barner, consistent farmer engagement and long turn project commitment is proving crucial. The Papashtan Government also played a key role on a practical level by publicating the program through extension activities and providing relevant ticenses Government involvement also sent credibility to the program, assusping farmer's doubts. Secause farmers are very price-sentitive, if proved important to ensure that the SU price consistently best fine mentil price.

#### Next Steps

Gaals have been set for the perthership in terms of number of centers established, number of farmers entrolled, and quantity of seed distributed. By 2008, 10 centers are expected to be fully functional. These centers will support 3,000 farmers, distribute 700 metric tons of certificial seed, and produce 10,000 metric tons of bariley.

To provide high quality, certified secial for distribution to farmers, a seed development program has been set up. Twinty new global seed varieties if two been researd, of which the book more promising than local varieties. These will be distributed to this farmers in the need five years. Oner the same fire years, ASEM/filer lindle expects to achieve 50% of total basisy procurement from the SU program, up from 10% in 2007.

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#### 5.5 UNILEVER AND PROJECT NOVELLA

In Tanzania, Unillever has partnered with local organizations to establish a locally-owned supply chain for Allanblackia oil, a new raw material to be used in margarines and spreads. Called Project Hovella, the initiative is increasing income for farmers who cultivate AB trees generating jobs in the AB supply chain, and preserving the biodiversity of the region.

#### Backgroun

Uniexer partnered with multiple non-governmental organizations (NGOs), international organizations, and government agencies in tanzana to commercially produce rock-grade Alanthacka (AB) oil as a superior alternative lingredient in some Unicker products. The company has done extensive research on the properties of AB oil and has established new applications in manufacturing spreads and scape AB oilst indige, properties allow lower saumsted fat versions of nargainne and spreads to be produced. The objective of this partnershap, called Project Novelta, is to essist Tarrantan faziness, rural communities, and local small businesses to build, run, and grow a locally-owned supply chain for AB oil, Novelta also stinvist to preserve the biodiversity of the region and thus contribute to achieving the Mitten Full Development Goals.

#### Motivation

University primary motivation to form Project Novella is to promote the cultivation of a sufficient quantity of AB seads to quarantee a susatinable supply of AB oil Since AB is not verif-known and not commercially produced, university of challenged to source the volumes required to benefit commercially from the properties of the new cop. To address this challenge, the company is working with local farzandar organizations to creatilish entirely new supply chain for AB.

#### Activities

Project Novella is an inclusive business model that sources AB seeds from local, community-based farmers. The project also works to build human capital by training the farmers to produce high-quality AB in an environmentally sussainable manner, To ensure that the AB supply chain is viable over the long term, local institutions such as Tairemian Allambilankia Board, farmers associations, rural barking systems, and agricultural institutes have been developed. As in the other cases profiled in this report, these human capital and institutional capacity-building strategies help to make Uniterer's inclusive business model stronger.

Uniever decided to partner with multiple local NGOs, international organizations, and government agencies to teosic the challenges in faces in Project Novella. These challenges include local capacity-building, local social mobilization and change, research and technical training in sustainable domestication, and prant propagation. Autilionably, Unilever believes that to make the model viable in the long run, the supply chaln had to be owned by local farmers, small enforcings and communities.

Local NiGOs such as Faide Mail, the African Institute for Economical and Social Development (INADES), the institute of Cultural Affairs Tanzania (ICA), and Tanzania Forest Conservation Group (TFCG) have provided training to farmers on business awareness and management, helped establish producer groups, and mobilized farmers and village communities.

Other partners in Novella include international organizations such as StW (the Dutch development organization), UNEP'S Growing Sustainable Business inflictive. The World Conservation Duton (UCN), the International Centre for Research on Agro-Forestry (ICRAF), and governmental institutions such as Annal Nature Reserve (ANR), Tarizania Forestry Research institute (ICRAF), and load governments. UNDP helped underrake social and economic impact assessments, gather environmental baseline data, and provide key contacts with government organizations. IUCN established best practices for environmentally second and socially equitable ways of introducing a tree crop to farms (ICRAF) and ICAFORI coordinated research to establish an domestication strategy appropriate for widespread curkwation. ANR hosted and managed a control tree nursery for trees and the government Forestry and Besecepting Department (FBD) issued tilcenses and certificates for AB business.

Over the four years that Project Novella has been operating, the conaboration has made significant progress in creating a five-step supply chain for cultivating, collecting, pransporting, processing, and supporting AB, Farmers and groups in the villages are engaged in collecting AB seeds from their farms, drying the seeds, and weighing and selling the product to collection centers throughout the harvest season. Seeds are then taken to a local

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crushet, who Novella has supported to upgrane his factory to produce lood-grade oit. The AB of produced is then transported to Europe Activities related to the growing and collection of seeds are coordinated and managed by focal NGOs; all other activities related to transporting, processing, and exporting are managed by Uniterest

Uniterer is committed to making this project a success. To increase local ownership, Uniterer spun off an independent implementation-floured company called Novel Development Tanzania unment (NLTL) to run a large part of its AB supply oftain activities. NDTL ensures that the coefficient centers are operating, that farmers are paid, and that seeds are transported, processed into oil, and exported. Uniterer has guaranteed farmers a fixed price per Milo of seeds, and has piedged to pay an attractive, premium price for AB oil until the full economies of scale take effect in or before 2012.

This chain of activities is made possible by the extensive human and institutional capacity-building undertaken by the Novella partners. NOS have raised awareness of the economy, centrals of growing trees, and trained farmers and village associations or, domestication. They neve also helped villagers impolitize and legally register as economic groups, After registration, these groups have access to frenting and the opportunity to set their produce to Uniterer, Other Institutions a such as the Tanzanian AB Board, farmers associations, rural banking facilities, and payment systems have been established. As of 2006, several rural tree nursenes had been established and a first or of 2,000 new brees had been planted in the farms. Domestication best practices have been documented and shared, over 20,000 trees will be planted by 2007, most produced by rural, community-owned nurseries. (CRAF is working with ANK to improve both quality and quantity of current AB replication technology.

Novelta is jointly funded by the parmers and by additional grants from the UK Department for International Development (DFD) and Austrian Government Aid (ADA). The total funding commitment from 2003–2007 is \$4 million.

#### Impact

Results for Novetta to date are highly encouraging. The number of villages involved has grown from 16 to 48, and is expected to seam 160 by 2008. As of 2008, 5,000 farmers were involved in the program. The everage AB earning per farmer per year has increased from 530 to 570. Forty five full-lime jobs maintaging the buying centers, had or which are held by women, have been catelled 5th numbered and fifty lons of AB sects are produced per year and future demand stands at 600,000 tions. The planting of AB trees will lead to a marked increase in supply volumes, thereby increasing the impraction rural encome levels; 59, 2016, more than 25,000 farmers should be able to earning the planting of AB, in adulting to their other concentral authories. The success of the program is being recognized widely and is being emplated by Novella teams in Ghara and Nigeria.

#### Lessons and Next Steps

While the project is successful, a growing supply chain will have to be established and made sustainable by the end of the Drift grain term. Local ownership, active capacity-building of the farmers, investment in research capabilities, and improvement of business practices are some of the factors that are expected to committee to the supply chain's sustainability and viability. Two princely hundles still exist demand for AB nuts must grow and the quality of AB oil must improve even further. Progress has been made on the demand side as Unitioner has found a second guaranteed purchaser for AB oil. Having more than one buyer for the oil reduces tarmers' dependence on a since improve even.

Future growth now begonds on achieving scale by rolling out the expenence across Africa, Inwitiving many communities in planting AB tress on small, diversified farms in order to preserve the biodiversity of the region deving forward will require attracting skilled people who can guide the process, as well as the funding to finance tree production and training for farmers on time to integrate AB citot their current farm activities. The Novella pathership is committed to thingling this project to scale, As Harrie Hendrickot of Unitever stays, "We will bring the volumes to a level where economities of scale reduce cost and make the whole project economically sustainable. Then, with a new raw material established, hundreds of thousands of farmers in Africa can earn a decent living from it."

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#### 5.6 DANONE GRAMEEN

The traditional approach to growing an international business in emerging markets is to target segments likely to find a company's product competitive. Because legacy brands and traditional modes of production are adapted to high-purchasing-power countries, this strategy typically limits developing country markets to the wealthlest customers, Danone Grameen is turning this logic upside-down, rethinking the entire value chain for yogurt production and marketing so that it employs and serves the poprest segments of society.

#### Background

Dangore has partnered with Grameon Bangladesh to fund equal starces of a social enterprise for the poor. This verture creates economic opportunity and delivers a quality, nutritious product to the "base of the pyramid." Its three objectives are to:

- provide disidren suffering from nutritional deficiencies with a low priced yogurt adapted to their nutritional needs,
- create jobs around an economically viable and scaleable business model, and
- · preserve the environment

The Global Alliance for Improved Notifition (GANV) is a critical actor in the joint venture as well, validating the benefits of the nutrient-enhanced yagunt for children. As of September 2007, the joint venture had been operating for less than one year and was still in full learning and adaptation mode.

#### Motivation

For Tamone, utsating Grameen Damone Foots Litt, is consistent with its strategy to define health through nutrition. The company's underlying motivation is in innovate and transform its processes to deliver value to people with low purchasing power, and in so diong, to inspire all Damone operations for rethink their modes, the project also sends a powerful signal infernally, demonstrating Damone's mission to be a social innovator,

For Stameen, the joint venture is a natural addition to its existing portrollo of tor-profit and non-profit enterprises serving the poor in Bengladesh. Among many other services, Grameen provides financial and becomed support to mice and small enterprises; support for healthcare, education and disaster relief, mobile telephone service through housands of "Grameen Ladies"; and energy to off-grid villages through non-poliuting renewable energy models. The Dazone Grameen joint venture leverages Grameen's extensive reach and immerce credibility in rural communities.

The partnership provides GAN with an averue to pursue its mission of providing essential micro-numents to oppositions in need, leveraging both public and private food distribution channels.

#### Activities

Damone Grameon is addressing all assential components of the value chain, from agricultural production of milks to yogant manufacturing, to product distribution. At all steps, the main partners are scaling up activities and contributing to the formation of a whate inclusive business model. \$1 million in capital has been invested so far.

Upstream, the objective is to promote local mak supply, particularly through the development of micro-tarms. Danone is using the experience in raise quality and productivity statutorus. Rather disan throwe its own approximats of acidly, Danone is building local approximate capacity, training local NGOs that can then work with tarmers, Danone is also helpting to establish a supply drainin that prevents deterioration of milk in Bangladeshis for lotimate.

At the center of the value chain, Dandre has designed a completely new tactory set-up affectionately called the "cessifil hactory." This model favors employment over costly technologies, without jeopardizing product quality—the yogen is Dandre-branchd and must meet the company's quality standards. The first factory is located in Boga, 150 killometers north of Dhaka, the capital, Specific attentions as been paid to safety 3 rough highly concrete, illustrated trainings that raise awareness in employees, most of whom come from local, rural environments, of toss intherent in industrial activity. Other invovations are in place or being prepared, such as the use of biogas, solar energy, bib organizable jars, and revisible containers.

Downstream, the joint verture is banking on the extensive network at Grameen Ladies for door-to-door sales along existing local retail channels. The goal is to keep distribution to a radius of 30 kilometers around the factory to minimize environmental impacts associated with transport. However, the incodel introduces new challenges for the

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Grameen Ladies as yogunt distribution differs considerably from micro-lending or provision of telecom senoles; distributions are asked to ourchase a perisheble product uptront. The success of this approach has yet to her determinent.

In the meantime, GAIN is validating the yegord's monoreal interact through clinical studies, bringing the expendes and independence to validate the result benefits of the enterprise. This validation provides substance to the venturals social marketing, which relies on word-of-modifi

Canone Grameian has invested significant effort in creating a product suitable for the market, as opposed to selling easiling yogurts that works well for other markets, like yogurt is branded as "Shakid dol," which means "energy yogurt." It is made of fresh milk and sugar and is enranced with micro-nutrients including vitamins, from protein, lootine, zinc, and calcum. It is cheaper than other yogurts available in the market and in line with what low-income people can afford (5 taxa or \$0.00 US), A single 80-gram cup provides 30% of a child's daily requirements of vitamins from zinc, and locate.

#### Impact

While much of the project has yet to unloid, the partners predict that over 1,000 livestock and distribution jobs will be preated. This compares with approximately 30 factory jobs open created in the prior factory. Thus, employment impact will occur principally upstream and downstream in the value chain.

Over time, profits from the winture will be reinvested in the construction of other plants. The partners anticipate that up to 50 plants could be established in Bengladesh within 10 years, multiplying the employment impacts accordingly. While the venture is off to a prinnising start, the viability of model has yet to be established; it is persoularly challenging to operate a full value chain that relies solely on an extremely low-cost product. There is very little edubtional economic value to be captured in the market to france the substantial viewstiments required.

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#### 5.7 ECOM

The Coffee Group at ECOM, a leading agricultural commodities trader, has partnered with Utz Certified "Good Inside" to provide technical assistance and training to hundreds of Honduran coffee farmers, enabling them to produce high- and consistent-quality coffee through sustainable farming lechniques.

#### Rackmennd

Honduras, the second poorest country in Central America, economically relies heavily on a narrow range of exports, indatily coffee and bananas, In a confect of high unemployment (estimated near 28% in 2006), coffee is a key employer in nural areas, with 110,000 citically-registered coffee producers. A conservative estimate inclinates that coffee production supports 8% of the country's inhabitants. Though Honduras benefits from the same climate, soil, and allitude conditions of other countries producing high-quality coffee, Honduran coffee has not matched its cofernial. There are three primary reasons:

- selection in the 1990s of plant varieties which favor productivity over quality.
- rudimentary processing techniques, and
- extensive and unnecessary handling throughout the production and local marketing chains.

Founded in Barcelona, Spain, in 1849, ECOM Agroindustrial Corporation is one of three leading companies in the highly-concentrated poffee trading market. In 1986, ECOM's Coffee Group established a trading and processing company, SOGMICX in Honduras.

#### Motivation

Increasingly, ECOM's customers wanted to know the origins and methods of production of their coffees. For example, both Japan and the European Union prohibit certain types of chemicals to be used as fertilizers, to edjust to charging demand. SOGIMEX stance prioring sustainable coffee projects providing samers with the featinological knowledge and training they needed to produce consistently good-quality, traceable, specially coffees which could compand a premium with the composity distinctors.

#### Activities

SOGIMEX founded its first sustainable coffee or Caf cultura Sostenible project in 2002 in Marcala. Coffee produced was purchased at a premain by Starbucks, confirming that a market existed for sustainably-grown coffee, in howember 2004, ECOM partnered with Utr Kapeh, now called Utz Cartified, a worldwide responsible coffee certification program, to develop additional projects. The partnership with Julz Kapeh focused on three main goals;

- · to achieve a sustamania coffee industry in Honduras;
- . To develop a pilot a model that could be brought to scale throughout the country; and
- to toster a new culture throughout the supply chain, leading to technically-savvy coffee farmers with greater social awareness and environmental responsibility.

With the halp from the Coffee Support Network, ECOM and Utz Kapen promoted their first Utz Certified pilot project in San Micclas, Santa Barbara, with much success, setting all of the resulting coffee as the Certified,

Repginzing that it was challenging to build partnerships with local stakeholders as a private corporation, in 2005 ECCM decided to create a local NSO, Alianza para is Sostenibilided, to tead the development of additional sussainable coffee proteons, ECCM invested more than \$580,000 in this Initiative.

Alianza para la Sostenibilidad (APS) worked with many partners who contributed to the success of the uniquiant. Utz Kapeh, incaning "good coffee" in the Mayan language, set standards for responsible coffee production and sourcing. Utz Certified and the Cottee Support Network from the Netherlands trauned the first ECCM. Irained Agronomist (TA) for the pilot project. Later, in the roll-out project, ECOM's TA trained the more Tas who in turn provided technical assistance to tarmers IHCAPE, the Benduran Coffee institute, the National Agrizian institute, DRAD (a French agricultural research organization), and Crop Life helped develop better tarming practices, Disagro Group, a regional fertilizer company, assisted in analyzing farm soil and providing fertilizer training. Honduras Red Cross supported first aid training in farms and milling facilities. The bonduran Secretary of Labor was also involved to ensure that tarmers understood labor laws regarding the minimum age to refork minimum wases, and other labor-related issues.

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Through APS, coffee farmers received training in basic business soils. 'Since litteracy is high in Honduras, many tarmers do not develop a habit of whiting or keeping stack. We teach the farmers ways to track their basic recurs of their activities, expenses, and incomes, To make things easier for them, we have orsalicd simple torms and invoted children to strend the training so that they can then help their perents with the registries,' says Carlos Umenstal Jr., protect manager in Honduras.

Farmers also received training on waste management, fertiper management, and sustainable growing methods as defined by Uzz Certified. They learned how to treat the pulp generated from wet milling processes to create organic fertifizers. They received guidance on fertifizer management, in which the soil composition of their farms was analyzed and custifized formulae developed. These formulae improved corp yields and reduced the quantities or terrificer needed for handle fertifizers and tooks materials, farmers received safety equipment and basic training on handling. Since 85% of farmers lacked sanitation leatilities, they were also taught flow to build these facilities and avoid contaminations. Pirst aid kis were provided in case of componences on the farm.

Farmers whose coffee rocched carolication were paid a premium for their crop, Moreover, farmers were encouraged to pursue other archities to diversity their incomes, such as poultry or bilapia farming, Other quality-of-life benefits. Included a school assistance plan set up to ensure that children attended classes rather than working in the farms.

At every occasion, public authorities were informed of APS1 activities. With the help of strategic between hombid and private sectors, ECOM is looking to roll but this project on a National Intrigitive level.

#### Results

The partnership has prought three main benefits to coffee constrainties; it has improved skill levels, raised sucome levels, and reduced the narmful affects or coffee farming on the environment.

As of the 2006-2007 hancest, 509 coffee producers had recoved training and technical assistance and adversed Utr Certified status, Coffee produced and artiflated by the program amounted to 4,650 metric tons. The target for 2007-2008 is to certify 750 producers and double disvisiting of certified office, which will directly impact approximately 1,200 Honduran families, generating an estimated 5,000 heid jobs "The program originally targeted small farmers but has expended to include larger farms, alrowing for higher volumes to be croduced and more lartifies to be impacted. The utilized ambilion of the program is to reach a naborial scale.

After training, farmers' overall productivity has increased by \$4%, and their costs have decreased by almost 20%. While income rists nave not been measured systematically for all participants, arecoddal examples are available. For instance, one of the top-performing farmers received an additional premium of \$5 per 46-kilogram bay of coffee produced, resulting in a burnulative increase in net income of \$95,000 between 2004 and 2006. Additionally, due to safety training, this tarm saw as purpostnetably 90% reduction in accordants.

Sustainable farming methods have also contributed to redusing pollution on the farms, by a community where water and pud treve near beat teated, a quentity equivalent to over 33 Dymptic sized pools of residual water and over 6,500 metric toos of pulp have been treated through the APS program, Reforestation initiatives have also been implemented.

#### Lessons

Prior to this project, exporters site: ECOM were not reparted positively by larmers and thus had great difficulty in outloing credibility with riceal communities. A crucial luming point occurred when ECOM agreed to support tha rebuilting of a school in Sen Nicolás. Only after this agreement old termens believe ECOM sincerely virtished to contribute to the well-being of their community.

While ECOM realized that it could not control the not causes of volatile commodity prices, the company proved it count affect supply chain issues and contribute to the availability of traveable and sustainable sources of supply. To make these projects sustainable, ECOM has identified a controllers who are whiting to pay premiums for certified coffee not example, Star at ee pays a premium of \$5 per 46 kilogram bag, of which \$3 is passed on to the grower and \$2 to APS. Other corporate objects of certified coffee include fokys Allied Coffee Resisters, Anoka, IKEA, Milgras, ICS Coffee & Tea, Browey's, and Rudgory Restaurant chains like McCharald's nave also joined in

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APS is currently funded solely by ECOM. To increase the scale of the project in Honduras and expand into nalighboring countries, APS is pursuing new donors and implementation partners

Overall, ECOM is positioned to lead and excel in the trend to bring consumers and tarmers closer together, promoting move sustainable methods of coffee production and allowing for incressed traceability and transperency in the coffee supply chain, integral to this approach is its ability to replicate its knowledge worldwide. Other notable obtainable projects include working with Sarbucks and Conservation International in the Conservation Coffee Allance in Chiapas. Mexicox, helping Nestife's Nespresso AAA program for restore blodiversity in Costa Rica by placiting trees; and assisting Rainforcest Allance in Mexico, Gualamata, and Alicaragua to Implement environmentallysound coffee and timber production in the Bozawas breighter reserve, ECOM is also working with cooperatives to buy coffee and coops at better prices and supporting Felifitade standards in procurement.

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#### 5.8 COCA-COLA SARCO

Coca-Cota Sabco is creating significant aconomic apportunities in Africa and Asia by providing the option to create and aperate Coca-Cota Manuel Distribution Ceolers (MDCs). MDCs account for more than 95% of the company's sales in many areas, and they have helped it to achieve double-digit sales growth stree the model was implemented.

#### Background

Coca-Cola Sabor (CCS) is a key bottler for The Coca-Cola Company in southern and eastern Africa and Asia. CCS produces and bottles beverages at 25 plants errors 12 countries and employs over 9,700 local people. The company contributes to local economies straugh ampleyment, investment in plants, tax revenues, local producement, and the creation of income-generating opportunities in the sale of their products through different times and seles of creat charmers.

#### Mativation

Traditional mashs of distribution are costly and ineffective in many parts of East Africa, where mads are often narrow, unperved, and unmanifered, especially in lower-income neighborhoods and informal settlements. Around 2002, CCS recognized the need for a distribution system more appropriate to these contexts – one that would provide better service to the many small and micro retailers located there and, by extension, to end customers. At the same time, CCS was searching for an opportunity to demonstrate its commitment to job creation and wealth distribution.

CCS response was to design an Immovalive new distribution system around small, independent distributions essentially building its distribution network through local small business development. This system of Manual Distribution Cenera (MDCs) was piloted on a small scale in Ethiopia and, following its success, was rolled out on a large scale in Kernya. Public Affeits and Communications Manager for CCS, Adran Ristow, remarked, "Through the creation of small locally-owned businesses which share in the profits of The Coca-Cota System value chain, it can be ensured that wealth is shared with a broad cress-section of the local population."

#### Activities

MDCs are distribution centers that savve their local neighborhoods. MDC owners are third parties who are actively supported and managed by CCS, one CCS area sales manager will manage and monitor the performance of five to eight MDCs.

The company chooses MDC locations based on an overall area business plan and identifies prospective partners in those locations who have the potential to open and operate their own MDCs. CCS helps these partners establish their MDC operations, including designing routes and methods of dethery and obstraining the frequency of delivery service required to keep customers in stock. As needed, DCS also negotiates special loan arrangements with local commercial banks to provide credit to the entrepreneurs. CCS has also used its existing relationship with IPC, one of the company's investors, to provide financing for MDC entrepreneurs.

CCS continues to support MDCs even after the start-up phase, For instance, the company provides assistance in procuring delivery vehicles, such as custom-built blojcies, in addition, after an MDC has recruited the necessary staff, CCS provides tasks financial solids training to all of its employees MDC owners and employees are all treated as active CCS distributions and receive ongoing support and training from company representatives in order to ensure that optimal setting conditions are maintelined at the retailer level.

#### Impact

Over the the years that the MDC system has been in place, it has hed significant impact on local communities and on Coca-Cola Sabcos business. In Kerrya, for instance, there are currently 380 MDCs generating over \$100 million in revenue, amploying nearly 4,000 people, and supporting a base of approximately 16,000 people. MDC emologies and their families have access to greater wealth, better living conditions, and future opportunities such as education Alphical MDC's revenue is around \$25,000 per month and sales staff receive commissions based on pre-specified percentages of sales revenue.

The entrepreneurs running the MDCs have seen dramatic transformations in their lives as a result of increased income and empowerment as business owners. Many of them trailed from humble backgrounds, often as drivers for

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whichesian or low-skilled laborers in the beverage value chain, "I'm very happy with the opportunity that Coca-Cola has other me. I did not ever dream of being an Investor, employing others, and supporting my greater ferriey," says Samule! Warpytige Waisimu, an MDC owner who had worked as a driver for a Coca-Cola wholesaler for 18 years, samiled less than \$40 ner month.

The MDC model is expanding and continuing to create local investment, jobs, skills development, and sales growth The model first rolled out at scale in Kenya, but has since spread across East Africa and Asia. Its flexibility makes it adaptable to local conditions and therefore relatively easy to replicate and scale. Four years since the MCC model was rolled out in Kenya, nine other countries (Ethlopia, Uganda, Tanzanta, Morambique, Namibia, Schlanka, Nepal, Cambodia, and Vietnam) have successfully implemented MDCs. A total of 2,905 MDCs were operational as of yearent(2006, employing more than 10,000 people.

For ECS, there have been three significant business benefits of the MDC moder. First, CCS has seen significant increases in sales across all 10 participating countries, ranging from 6 to 523%. These increases reflect increased distribution range and improved affordability of products, the MDC system sturters the supply chain, carting out unnecessary wholesalers who added no product cost and increased prices at their convenience. The system has also constituted to price stability—offered prices are held for longer than usual, well below initiation.

Second, smaller and harder to-reach retail outlers receive better service than they did previously, thanks to the ability of MDC salesmen to make more regular visits. These visits have helped reduce out-of-stock situations, helping outlet owners innorme their businesses and building favorable repoport between them and Saboo.

Third, replication and scaling of the model have led to further innovation in distribution methods in East Africa, Vietnam, and Cambodia, for example, push carts have been developed in place of bloycles as a means of discribition to support further entrepreneurship in the value chain.

#### Next Steps

CCS is planning to confinue growing its flerible and successful MDC model, as it has been accepted as a vital component in the growth strategy of the company. Wherever CCS traces distribution and access difficulties similar to those in East Africa, the company plans to develop more MDCs.

CCS is only beginning to realize the power of the rishbourtion network created by MDCs. The company has used the network as a platform for various beneficial community services – for example, wording with the LS and Ethiopen governments as well as a local MGD, Positive Change, to provide economic opportunities for HTMAIOS orghens – and has been approached by other organizations about similar projects, Coca-Cola Saboo is committed to finding verys to use its network strategically for community development.

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#### List of Companies Interviewed

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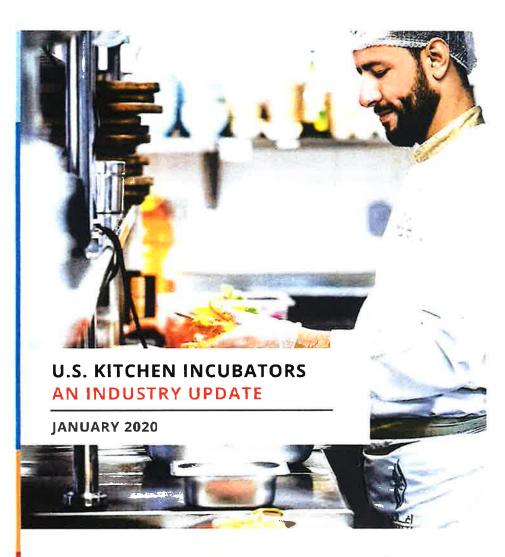
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#### About the Corporate Social Responsibility (CSR) Initiative

Under the oriection of John Ruggle if adulty Chair) and Jahr Neson (Director), the CSR Initiative at Harvard's Kennedy School of Government is a initial desciplinary and multi-stakeholder program that seeks to study and enhance the public contributions of private orderprise the intersection of corporate responsibility corporate governine, and quality only with a focus on the role of business in addressing global development (series The initiative undertakes research, education, and outreach activities that eith to bridge theory and practice bullet leadership skills, and support constructive gradient and collaboration aligning different sectors it was founded in 2004 with the support of Wallet H. Storenstein, Chevron Corporation, The Cocar Colla Company, and General Micros and is now also supported by Abbott Laborations. Systems, Inc., Index, InterContinental Hotols Group, Microsoft Corporation, Pfact, Shell Exploration and Production and die United Nations industrial Development programment programments on (INDO), Visit the Initiative's home-page at http://www.kksg.harvard.edu/m-rcbg/CSRI.

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# **SUMMARY**

This report provides a snapshot of todays shared food facility industry, presents a view into the industry's future trajectory, and highlights best practices and recommendations for improving outcomes for entrepreneurs and operators, in addition to sharing data and recommendations, this report seeks to put shared kitchens into greater context as operations with the potential to play an outsized role in expanding the inclusive economy—bringing entrepreneurs that face significant barriers to entry into the fold of supportive business ecosystems. A comprehensive measure of the quantitative and qualitative impact that shared kitchens have on local economies remains a gap, However, the data in this industry report can support public, private, and foundation stakeholders in understanding the value of codifying the economic and social impacts of these facilities on their local communities.

#### **KEY FINDINGS & RECOMMENDATIONS**

Analysis of the 2019 industry survey results yielded the following findings and recommended actions to support the burgeoning shared use food facility industry:

Entrepreneurs and facility operators alike are in need of greater support, including professional development, capacity building, and technical assistance. In-demand support includes operations and planning; product development; branding, sales and marketing; affordable sourcing; accessing trained labor; and distribution/logistics support. Operators are seeking support with evidence-based entrepreneur programming and development.

Fund cross-training among shared kitchens to build industry capacity and reinforce standards of practice.

Formalize and distribute evidence-based training curriculum to execute industry best practices

Missing industry data limits understanding of overall economic impact - particularly the industry's contribution to advancing economic inclusion - thus limiting the case for funding.

Formalize coordination between facility operators and public economic and market development agencies, academic institutions, and municipal governments to establish appropriate metrics and support codification of economic impact. Work together to leverage the cluster effect and advance incubation efforts.

A lack of industry formalization detracts from the industry's legitimacy. Missing standards and regulations lead to inconsistent practices and may contribute to perceived risk, hindering support.

Establish a professional association to develop regulatory policies and standards of practice, and to advocate for these policies, incentives, funding, and other resources. The association should bolster member access to market intelligence, including facilitating the sharing of market research across facilities to cultivate an informed community of coaches and entrepreneurs,

Access to working capital poses a major barrier to facility operators and member businesses

Increase direct public and private investment in operator and entrepreneur working capital and technical assistance providers to support the sustainable incubation of nascent food businesses.

## INTRODUCTION

The U.S. Kitchen Incubator industry in 2019 continues building a supportive ecosystem for one of America's key economic pillars; small business entrepreneurs. The U.S. Small Business Administration cites the small firms share of all domestic businesses at over 99 percent, with start-ups comprising 8 percent therein: And while 8 percent may appear small, new businesses aged 0-5 years are a powerful force driving innovation and over 20 percent of gross job creation. "The question of who benefits from the success of entrepreneurship is of great significance, particularly as municipalities and regions interrogate current economic development approaches and look for strategies that enable a more dynamic and inclusive economy. Entrepreneurship remains a critical pathway for people facing myriad barriers to entering the economy or accessing quality resources and networks. In 2018, the largest proportion of new entrepreneurs had completed less than a high school degree, the rate of minority entrepreneurs was increasing and immigrants accounted for nearly 30 percent of new entrepreneurs." This report analyzes a survey of shared kitchen operators across the U.S., following earlier surveys in 2013 and 2015. This work aims to support economic inclusion among these missiondriven business owners who have limited access to traditional pathways:

In 2019, 82 percent of surveyed kitchen facility operators pointed to supporting entrepreneur success as some part of their primary mission. Yet, entrepreneur success requires no less than an entire. community of actors and resources to develop, guide, connect, fund, and champion fledgling concepts. This supportive community is of even greater importance when working with immigrant, refugee, and women entrepreneurs, who disproportionately lack resources and networks. Shared use food facilities, when employing industry best practices, realize the promise of business incubation and economic clusters to meet these requirements. In fact, 30 percent of the 2019. shared use food facility survey respondents cited business incubation as the primary function of their facility. Incubators have been shown to markedly improve the long-term survival rates of small businesses; incubated ousinesses have over double the success rate of those without the benefit of incubation

after six years in operation.\(^\) The survival of new businesses depends on ready and continued access to professional skill building, business development, and operations support, which are staples of an effective business incubation model.\(^\)

In addition to incubating food businesses, shared kitchens act as economic clusters where food entrepreneurs can benefit from co-location and cooperation. Clusters bolster start-up success and survival by growing the pool of specialized resources, improving access to suppliers and cooperative purchasing, knowledge sharing and accelerating paths to market " Although only 4% of survey respondents identified as part of a food innovation district or food cluster, arguably each shared use facility lays the groundwork for accessing the positive benefits associated with a highly localized economic business cluster. These micro-clusters warrant direct public investment to deliver on the promise of strengthening the connective tissue and supports for burgeoning businesses. The multiplied impacts of these microclusters should be measured by cities and states to better understand the direct and indirect value created by kitchen incubators.

As incubators and micro economic clusters, shared use food facilities are supporting businesses with critical services, expertise, networking, and linkages to financial resources, Among the hundreds of shared use kitchen facilities, those leading the industry in best practices take an intentional approach to incubation. network building, and inclusive recruiting - connecting a growing community of entrepreneurs of color and women entrepreneurs to expert supports. And while success is the shared goal, as La Cocina Executive Director Caleb Zigas puts it, "Lo Cocina is designed to give people a space to fall and land on their feet. If the [shared kitchen] industry is going to make an impact, then we have to acknowledge that serial entrepreneurship is having the privilege of failing until reaching success. People on the margins are not afforded this privilege. Incubators need to be in the position to absorb that risk." Shared kitchens will need more robust public, private, and foundational partnerships to maintain and expand this critical position.

# DEFINITIONS AND BEST PRACTICES

#### **DEFINITIONS**

Shared Use Food Facility: A facility dedicated to renting commercial kitchen space for shared use to a variety of food entrepreneurs, local businesses, and catering services. Within this umbrellaterm are included commissaries, commercial kitchens, and kitchen incubators, which offer business incubator services to provide startup food businesses with professional development and training.

Best Practices: A set of procedures that have been found to be the most effective in a given industry.

**Economic Inclusion**: The practice of including all people, regardless of race, gender, or socioeconomic status, in a given industry or economy. This is only accomplished through the intentional development of inclusionary strategies such as tiered pricing, diverse leadership, and additional support for those in need.

Food Innovation District: A geographic cluster of food-related businesses intended to foster business collaboration. These clusters often include markets, shared-use food facilities, and business incubators that work together to grow the regional food economy and support local businesses.

**Ghost Kitchens**: Food businesses that make food in a commercial kitchen space and deliver it right to consumers through food delivery apps, rather than through a traditional restaurant.

**Local Food Economy**: The group of local food growers, producers, and distributors that help provide food for a region.

**Micro-clusters**: Shared-use food facilities can also act as their own micro-cluster, allowing food entrepreneurs to collaborate and work with one another in areas where there is not a food innovation district.

#### **BEST PRACTICES**

Leaders in the shared kitchen industry serve as inclusive economic engines, creating environments for entrepreneurs to build wealth, create jobs and bolster the local community. While the industry has yet to develop formal standards and regulations, there is a core set of best practices employed by industry leaders:

- Provide ongoing regulatory, operational, and business management support and curriculum to build
  entrepreneur capacity at start-up, second-stage growth, and beyond. This includes formal and informal
  coaching on go-to-market strategies, product development, branding, and sales and distribution
  support
- Establish a clear culture of economic inclusion, often beginning with directed recruitment, screening, and interviewing of women, minority, and refugee entrepreneurs.
- Curate a member mix with an eye toward collaboration, mutual respect, cross-pollination, and product diversity for a sustainable operation and maximum benefit to the food community being built.
- Offer accessible, sliding scale pricing that transitions alongside the growth of the business until they reach market parity
- Help entrepreneurs achieve scale by cultivating relationships along the food value chain, from suppliers, to skilled labor, to sales channel partners.
- Develop a supportive network and community of support beyond the walls of the kitchen facility. Bring
  in experienced mentors including industry experts, regulators, consultants, institutional and funder
  contacts. Build industry as well as community networks.

# INSIDE THIS REPORT

**Current Characteristics (Section 1)** presents an update on the shared use food facilities industry through the results of a national survey and related analysis. Of the more than 600 identifiable shared kitchen facilities that operate across the U.S., 180 responded to the 2019 industry survey, providing key data points and highlighting emerging trends and opportunities to improve the impact and collective understanding of the industry. This section includes data in ten categories;

- Location and Context shows the distribution of facilities across 44 states. While about half of facilities
  are in urban areas, the regional distribution is fairly even.
- Characteristics detail the expanding operator landscape of younger facilities with mission-based goals. While a majority of operators remain for-profit, less than 10 percent cited a primary objective of making money.
- Financial Status explores the viability of operators. Most respondents are stable but a greater proportion in 2019 also experienced financial losses.
- Facilities details size, equipment offerings, and additional uses. The majority of respondents operate
  in less than 5,000 square feet. Event space, classrooms, and food testing labs are popular additional
  revenue sources.
- Operating Models shows varying staffing, costs, and revenue streams. Over 80 percent of facilities are
  run on a budget of less than \$500,000, Most shared kitchens report few, if any, full-time employees.
- Members/Tenants highlights select details of users, including minority, women, and refugee entrepreneurs and duration of stay. 45 percent of respondents cited "business closure" as a frequent reason for tenants leaving a facility.
- Products outlines trending items being developed and sales channels. Ready-to-eat and baked goods
  are most popular and data suggests room for capturing more online and foodservice business.
- Rates and Payment shows industry approaches to setting and accepting fees and rental rates. The
  majority of kitchens increase their accessibility through sliding scale rates for low-income entrepreneurs
  or incubator program members.
- User Interface provides additional operational insights. Kitchens still depend largely on humanfacilitated bookings, although there is a trend toward software solutions.
- Business Supports details how shared use food facilities provide incubator and food cluster benefits.
   While a majority offer licensing and business counseling, only 30 percent of operators track member outcomes, creating a major gap in understanding the industry and its impacts.

**Looking Ahead (Section II)** provides a closer look at the industry's evolution from 2015 to 2019 and its future direction. The shared use food facility industry is growing as the food industry is changing shape. This section offers some reflection, as well as insights into how shared kitchens are being challenged and how they might respond:

- Comparison to 2015 Survey examines what the data says about how the industry has changed and remained constant from 2015 to 2019.
- What the Industry Thinks About Its Future highlights kitchen operators' optimism about the direction
  of shared kitchen industry. Core challenges and needs of operators are discussed in greater detail.
- Maturation and Evolution addresses marketplace changes introducing new competition and opportunities. Shared use food facilities are poised to differentiate themselves as foundations of inclusive economic development.
- Technical Assistance Needs focuses on the types of supports needed for the sustainability of operators and entrepreneurs.
- Technological, Consumer, and Social Disruption identifies select trends that may change how entrepreneurs go to market and potential revenue opportunities for shared kitchens.

# SECTION I: CURRENT CHARACTERISTICS



#### **LOCATION AND CONTEXT**

Shared use food facilities have a presence in 44 states throughout the country, with a slightly higher representation in the South. Shared use food facilities continue to be found mostly in urban and suburban contexts with concentrations in the largest cities.

#### INCUBATORS HAVE A NATIONAL REACH ACROSS THE U.S.

Nationally, over 600 shared use food facilities exist across 48 states and the District of Columbia, Survey respondents, 180 facilities in rotal, came from 44 states – an increase of 4 states and almost 120 respondents since 2015.



# REGIONAL DISTRIBUTION BUT MORE REPRESENTATION IN THE WEST AND SOUTH

While incubators are represented relatively evenly across regions, the large numbers of incubators in California (19), Ohio (9), and Texas (9) drive higher representation in the West, Midwest, and South.

	Respon	dents (%)
Region	2019	2016
South	31	29
Midwest	26	24
West	26	31
Northeast	18	16

#### HALF OF ALL INCUBATORS CONTINUE TO BE IN URBAN AREAS

54 percent of kitchen incubators identify as being in an urban area in a distribution similar to the 2015 results of 52 percent urban, 27 percent suburban, and 21 percent rural.



#### **CONCENTRATION NEAR MAJOR CITIES**

Kitchen incubators continue to be an urban trend and are concentrated in certain metropolitan areas. The fifteen cities with the most incubators represent almost half of all national incubators. The map below shows the concentration of shared use food facilities in metro areas around the U.S., indicating that incubators cluster around cities in every region.

	Respondents				
City	Count	Percent			
New York City	38	7.2			
San Francisco	25	4.7			
Seattle	23	4.4			
Chicago	23	4.4			
Los Angeles	17	3.2			
Washington, D.C.	13	2.5			
(Alari)	11	2.1			
Boston	11	2.1			
Portland	10	1.9			
Denver	10	1.9			
Minneapolis	10	1.9			
Austin	9	1.7			
San Diego	8	1.5			
Pittsburgh	8	1,5			
Dallas	8	1.5			
	325				

Location and Context

#### **CHARACTERISTICS**

Over 50% of respondents identify the primary goal of their facility as assisting early-growth businesses, even while 52% operate as for-profit entities that rent access to commercial space, storage, and services. Shared use food facilities remain a fairly new phenomenon, as over 40% have been established since 2015.

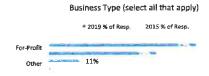
## OVER HALF VIEW A MISSION-BASED FOCUS AS THEIR PRIMARY GOAL

Asked about the primary goal of their facilities, a majority of respondents claim to prioritize a basic mission of incubators: assisting early-growth businesses. This response, in addition to another 18 percent who chose "strengthening the local food economy," indicate that regardless of corporate classification, many kitchens are mission-focused. In addition, these facilities identify primarily as an incubator, with only 19% identifying first as a food production facility.



#### A MAJORITY OPERATE AS FOR-PROFIT

The majority of incubators classify as for-profit, but at a lower rate than 2015. Other responses indicate private-public partnerships, or facilities functioning as for-profit arms of non-profit organizations.

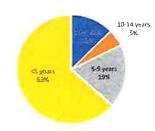


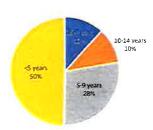
#### **TWO-THIRDS ESTABLISHED AFTER 2010**

Most incubators were recently established, similar to the 2015 results. Over half of survey respondents were formed after the 2015 survey or are currently forming, indicating continued growth in the sector.

Years Established, 2015 Survey

Years Established, 2019 Survey





#### ONE-IN-FIVE ARE CERTIFIED BY THE USDA

Sixteen percent have a specific USDA certification for processing meat, poultry, and egg products, similar to the results of the 2015 survey. USDA certification entails a facility undergoing a technical approval process that may involve submission of production plans and/or technical proposals, product samples for evaluation, and on-site assessments of facilities and procedures.

Is your facility USDA certified?

Yes 🦰 No

2019 % of Resp. 2015 % of Resp.



Characteristics

#### 40% OF INCUBATORS INVOLVED IN AT LEAST ONE PARTNERSHIP

Many of the incubators are involved in some type of partnership, whether it be aligned with professional development or food product distribution.

## Does your facility include or are you part of any of the following?

2015 % of Resp.

2019 % of Resp.

13% Public market or farmers market Non-food sharing economy space (e.g. maker 10% space, co-working) 24% \_\_\_ 9% Workforce training program/social enterprise 28% 8% Community center 8% Public space 7% College/university/technical school 20% 6% Food aggregator/distributor (food hub) 16% Retail space 4% Food innovation district or cluster 4% Place of worship 3% Food bank/food pantry Supermarket

#### THE ROLE AND MISSION OF INCUBATORS EVOLVE OVER TIME

As an emerging sector, change is expected in order to meet the needs of the community. Below are a selection of the range of resporses when asked "Has the name, function, or mission changed over time?"

"We started with the primary goal of making money, and although that is still a priority of ours, helping small businesses grow has become our main focus and selling point."

"Initially funded as an incubator, but due to low use in our rural area we diversified to promote it as a commissary and teaching kitchen as well."

"Yes, it was originally designed to provide a location for local farmers to create value-added manufactured products from their produce. New, the mojority of our clients are food trucks, caterers, meal delivery or part-time hobbyists,"

Characteristics

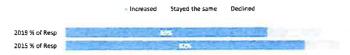
#### **FINANCIAL STATUS**

The financial status of many shared use food facilities appears to be about the same/slightly declining. Approximately the same portion of facilities report making money compared to 2015 and nearly 70% report earning more revenue than three years ago, compared to 82% report earning more revenue in 2015.

# 69% OF INCUBATORS HAVE SEEN REVENUE INCREASE IN PAST THREE YEARS

Encouragingly, 69% of incubators have seen revenue increase as compared to three years ago or when opened if less than three years old. However, an increasing number of facilities have seen similar revenue, or declining revenue since the same time. Increases in revenue can largely be attributed to diversification, specialization, and reputation.

Has your revenue increased, decreased, or stayed the same compared to three years ago?



#### MANY ARE PROFITABLE, BUT MORE ARE LOSING MONEY TOO

A growing number of shared use kitchens are reporting that they are profitable, although the number losing money also increased.

Facility's financial status in the last year:

	Making money	Breaking even	Losing money	
f Resp				
· · · · · · · · · · · · · · · · · · ·				

2019 % of

2015 % of Resp. 2013 % of Resp.

#### MOST NONPROFIT INCUBATORS HAVE RECEIVED GRANT SUPPORT

60% of nonprofit kitchens have received grant support, as opposed to 5% of for-profit facilities. For all grant recipients, grant support typically covered both capital and operating costs. Grant sources may range from local initiatives to federal programs.

Any Grant Support Received? Among Nonprofits (%)

2019 Nonprofit

2015 Nonprofit

YES NO

If facility has received grant support, what was this grant for?

Operating only, 22%

Capital and operating, 46%





#### Financial Status

#### **FACILITIES**

Many shared use food facilities are small facilities, with almost half occupying less than 3,000 square feet and almost 80% occupying less than 10,000 square feet. Most facilities have cold storage, classroom space, food science/testing labs, packing rooms, and permanent food production spaces for rent or lease.

# MORE SMALL INCUBATORS LESS THAN 5,000 SQUARE FEET

With 45% of facilities reporting a size of less than 3,000 square feet and 15% reporting between 3,000 and 4,999 square feet, the number of small facilities has grown, contrary to some expectations that the industry would see more consolidation into larger facilities,

#### Total square footage of facilities

√3,000 3,000 - 4,999 5,000 - 9,999 10,000-19,999 
<>20,000 - 1,00

% of Resp. 2019 % of Resp 2015 % of Resp. 2013







#### KITCHEN SPACES MAKES UP ABOUT HALF OF THE TYPICAL FACILITY

Appx. % of sq. ft. dedicated to each of the following uses (Average of all responses)

affürchen Dry Storage - Refrigerator Storage - Freezer Storage - Event Space - Other (office, non-kitchen uses, etc.)





#### What additional services are available at your facility? (% of Resp.)

0% 5% 10% 15% 20% 25% 30% 35% 40% 45%

Events/flexible spaces

Meeting or conference rooms

Offices and/or co-working spaces

Teaching, demo, and filming kitchens

Outdoor areas for farmers markets, event rentals,

Private kitchens

Café, restaurant, and other food services spaces

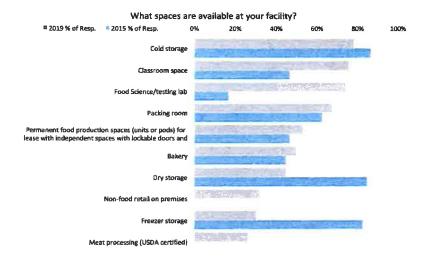
Market and retail areas

Workforce training kitchens

Food hub aggregation and distribution facilities

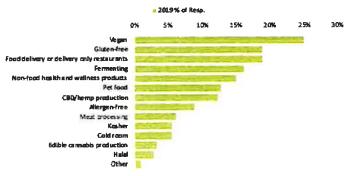
Other

#### STORAGE AND CLASSROOM SPACE ARE THE MOST COMMON FACILITIES



#### 25% OF FACILITIES ACCOMMODATE VEGAN PRODUCTS

Do you accommodate specialty production for any of the following?



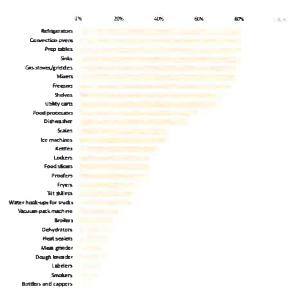
Note: 2015 survey results were not included for comparison due to significant changes in categories used

Facilities

# REFRIGERATORS AND CONVECTION OVENS ARE THE MOST COMMONLY PROVIDED EQUIPMENT

What equipment do you provide to members/tenants?





#### FROM SURVIVOR TO CHAMPION: BINJ'S KITCHEN

Nepal native and domestic violence survivor Bini Pradhan was supporting herself by selfing mornos out of the back of her car. Her food was so good, she built a following of about 100 fashilites and it was time to find production space to meet this demand. Bini came to La Cocina with her brother-in-law as support for her internew. She launched Binis Ritchen at La Cocina, where she was connected with catering clients, farmers interview and other sales charmels, growing to \$1 million in sales from inside the sharred kitchen. La Cocina helped Bini negotiate space in an affordable housing development and worked with Bini to find investors. Binis Ritchen is now a \$2 million business with 22 employees. Select Binis dishes are featured in the new cookbook, "We are La Cocina".



Facilities

#### **OPERATING MODEL**

Shared use food facilities have very lean operations with few employees and modest operating budgets. Most costs go towards rent and salaries with lesser amounts to utilities and maintenance. Most revenue is generated from renting shared or permanent commercial or flexible space, or through a variety of smaller revenue-producing activities.

#### KITCHEN INCUBATORS HAVE FEW, IF ANY, EMPLOYEES

Most shared kitchens have very few full- and part-time employees, including 31 percent and 38 percent of facilities respectively that claim to have no full- or part-time employees at all. Ninety-one percent have five or fewer full-time employees, similar to 2015 when 90 percent had five or fewer.

#### Full-time paid employees

#0 1 % 2-5 6-9 \* 10-20 \*>20



#### Part-time paid employees

. 0 1 2-5 6-9 10-20 >20





70/

1%

#### HALF OPERATE ON LESS THAN \$100,000

Shared kitchens with operating budgets of less than \$100,000 make up more than half of all respondents, up from 49% in 2013. Those with a budget of \$500,000-\$999,999 had the largest decrease, going down to 4 percent of respondents in 2019.

#### Annual Operating Budget



#### LARGEST OPERATING COSTS ARE RENT AND SALARY

The highest operating costs for incubators are rent/mortgage, salaries and benefits, and other costs, with utilities, maintenance, insurance, and debt service making up smaller, but still significant portions of costs.

#### Average Total Operating Cost by Type (Avg. %)



Operating Model

## LEASING SHARED SPACE IS THE PRIMARY REVENUE SOURCE FOR MOST SHARED KITCHENS

Leasing shared space for food production is by far the biggest revenue source for incubators, making up an average of 63% of total revenue across respondents. Leasing permanent space makes up a high portion of revenue for several respondents, indicating a greater focus for some facilities on full-time tenants than shared space. Other revenue generating sources include renting storage space, serve-safe or training classes, event space rentals, or offering food production labor-as-a-service.

# Please provide the approximate percentage of your total revenue for each of the following sources of revenue (Avg. %)

2019 Avg. % = 2015 Avg. %

	0%	10%	20%	30%	40%	50%	60%	70%
Leasing or renting shared space for food production/		name in	-	-	-	-		
Other	-							
Leasing permanent space for food businesses	5477		_					
Event-space rental	440	9.00						
Cold and/or dry storage space								
Classes/training	Links.	الشمو محا						
Copacking or third-party packaging	eleaz	and the same						
Staffing for food business production								
Retail/market	90.00	ETSE CI						
Social enterprise food production business	Bec							
Distribution/logistics		5-4						

#### LEVELING UP: JAMAICA MI HUNGRY

Chef Ernie Campbell worked in the restaurant industry in Jamaica. As a new immigrant in the US. Ernie took notel line cook jobs but his heart was in launching his own business. He had a vision of bringing authentic jamaican food to Boston. Ernie established a small business as a personal thef, later rolling out two food trucks and a beach town cafe. Then Ernie joined the members at Commonwealth Kitchen, occupying a takeout kiosk on-site. At Commonwealth Kitchen, Ernie received business coaching and learned to grow smardy. He used the shared facility at reasonable rates and was able to hire local community members. When the time was right. Ernie received support securing a ready space and he is now breaking ground on his very own brick-and-mortar location in Boston. Commonwealth Kitchen provided a platform for Ernie to level up sustainably, transitioning from a mobile to permanent location within 5 years.



Photo source: The Bay State Banner

Operating Model

#### **TENANTS**

Three-fourths of shared use food facilities have fewer than thirty members/tenants who utilize a small number of shared spaces. Members/tenants generally stay longer than a year. Nearly half of facilities have majority women tenants and for most facilities, people of color make up less than 30 percent of tenants.

#### **75 PERCENT HAVE FEWER THAN 30 TENANTS**

Most shared kitchens have between less than 30 users/tenants. The median range of users is between 10 to 19 members/tenants.

#### How many shared-space members/tenants do you have?

1% 10 10-19 120-29 30-49 50-100 2>100 1% 2019 % of Resp. 105 106 2015 % of Resp. 128

#### HALF CAN ACCOMMODATE UP TO FOUR SHARED USERS AT A TIME

Shared kitchens accommodate small numbers of shared users at a time. A majority of facilities accommodating 1-4 shared users are less than 5,000 square feet, suggesting that these facilities are primarily used as a shared kitchen space.

## How many shared users (i.e. different businesses) can you accommodate at one time in your shared-use space?

#1-4 5-10 2 11-25 26-50 < 51-100 2 100 2 2 1019 % of Resp. 2015 % of Resp. 201

#### 80 PERCENT OF TENANTS STAY ONE YEAR OR LONGER

Respondents report long stays for their members/tenants, as more than half said their tenants stay 1-3 years and another 14 percent report tenancies of longer than three years. In 2015, 75 percent of respondents reported tenants stayed one year or longer, continuing this trend.

## How long do tenants/members typically stay in your facility before moving out?

■1-5 months • 6-11 months • 1-3 years Longer than 3 years ■ Most remain permanently/don't leave

2019 % of Resp. 14% 15%

## 68% HAVE SEEN AN INCREASE IN USERS/TENANTS IN THE PAST THREE YEARS

A majority of respondents indicated that their membership has increased over the past three years. This is a decrease from the 2015 report, which reported 84 percent. However, membership appears to remain steady, with 90 percent of respondents stating membership has increased or stayed the same in the past three years.

Has the number of your members/tenants increased, decreased, or stayed the same over the past three years?

	Increased		Decreased
2019 % of Resp.		68%	To and
2015 % of Resp.		84%	

Tenants

#### ONE-THIRD LEASE FULL-TIME PRODUCTION SPACE

Thirty-four percent of respondents report having at least one tenant who leased full-time production space – defined as space that is exclusive to one tenant and is not shared with others. These tenants are often called "anchor tenants."

How many members/tenants do you have that lease full-time production space (leased space that is exclusive to the one tenant)?

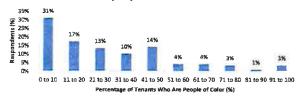
90 1-5 :6-9 10-19 <20-50 □>50

#### 52 PERCENT OF TENANTS ARE WOMEN AND 30 PERCENT ARE PEOPLE OF COLOR

On average, women make up 52 percent of tenants, slightly down from 53 percent in 2016. People of Color average 30 percent of tenants across respondents, up slightly from 28 percent in 2016, although 41 percent of respondents report that between 21 percent and 50 percent of their tenants are People of Color.

However, respondents located in larger metropolitan areas reported higher proportions of tenants who are people of color, with facilities located in the Greater New York metro area reported on average 57 percent of tenants are people of color.

## What percentage of your current tenants are people of color?



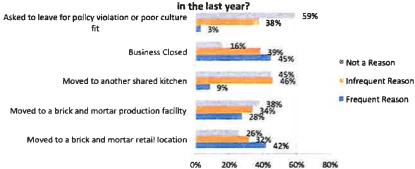
## What percentage of your current tenants are women?



## TOP REASONS FOR MEMBERS/TENANTS LEAVING THE FACILITY ARE MOVING ON TO A NEW LOCATION OR BUSINESS FAILURE

In 2019, we asked facilities what were frequent or infrequent reasons tenants/members leave their facilities. 42 percent of respondents list moving to a brick and mortar location as a frequent reason for tenants leaving the facility. However, 45 percent of respondents list business closure as a frequent reason for tenants moving. This shows the variable success rates for shared kitchens focused on business success.

## For what reasons have your tenants/members moved out of your facility



"If the [shared kitchen] industry is going to make an impact, then we have to acknowledge that serial entrepreneurship is having the privilege of failing until reaching success. People on the margins are not afforded this privilege. Incubators need to be in the position to absorb that risk."

- Caleb Zigas, Executive Director of La Cocina

2019 % of Resp

2015 % of Resp

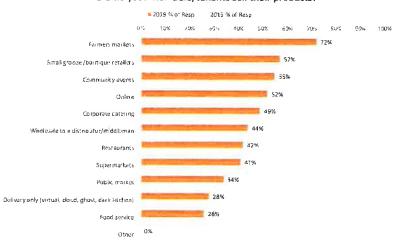
#### **PRODUCTS**

Ready to eat foods and baked goods are some of the most common business products of facilities. Food trucks and prepared meals are also quite popular. Sales are made mostly in the local community, although over half of respondents report that their tenants sell online, as well. Ready to eat foods and baked goods are some of the most common business products of facilities. Food trucks and prepared meals are also quite popular. Sales are made mostly in the local community, although over half of respondents report that their tenants sell online, as well.

#### PRODUCTS CONTINUE TO BE SOLD AT LOCAL SPACES AND ONLINE

Businesses are selling products direct to consumer at local events and through retailers similar to the 2016 survey, although "Delivery only" kitchens, a new option asked in 2019, are already found in more than one-in-four facilities.

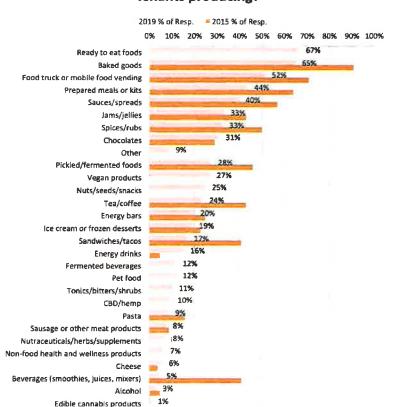
#### Where do your members/tenants sell their products?



#### READY TO EAT FOODS ARE THE MOST COMMON PRODUCT

Ready to eat foods and baked goods are the most common business products at shared use kitchens in 2019 – a shift from baked goods, the top product in 2016. The trends in delivery may be contributing to this growing trend.

### What types of products are your members/ tenants producing?



Products

#### **RATES AND PAYMENTS**

Typically, shared use food facilities charge tenants for using shared space, storage, and prep space at rates calculated by the hour. Some variable rates are effered, which are most commonly price breaks for renting more hours or renting during off-peak times.

#### HOURLY RATES DEPEND ON PEAK USAGE AND TARGETED USES

Forty-four percent of respondents charge between \$20 to \$29 per hour during peak usage time. For non-peak usage time, 49 percent of respondents charge less than \$20 per hour. When compared to non-profit and for-profit facilities, 58 percent of non-profit facilities charge less than \$20 per hour during peak usage time, while only 35 percent of for-profit facilities charge less than \$20 per hour.



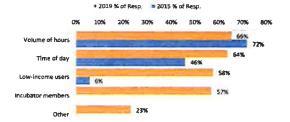
#### Average Hourly Rates for Off-Peak Times - Non vs. For-Profit



## SHARED-USE FOOD FACILITIES CONTINUE TO OFFER FLEXIBILITY IN ACCESSING FACILITIES

Hourly rates are also offered on a sliding scale based on volume of hours, time of day, low-income users, and incubation membership. More than half of respondent facilities stated they offered sliding scales for these reasons. Other reasons listed for a sliding scale includes offering discounted rates for targeted users such as emerging entrepreneurs/new businesses, non-profits, users only using limited spaces, culinary students, and farmers renting for value-added production.

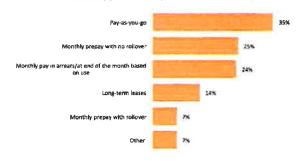
# Do you have a sliding scale/different rates for any of the following?



#### 70 PERCENT OF FACILITIES HAVE A MEMBERSHIP PLAN

For facilities that charge a monthly membership, a plurality of respondent facilities (25 percent) stated that they have monthly plans that are paid in advance with no roll over of hours. The next most common option is that facilities bill at end of the month based on monthly usage.

#### For membership plans, how do you bill tenants? (% of Resp.)



Rates and Payments

#### **USER INTERFACE**

While many manual methods continue such as reserving space by phone and accessing facilities by key, shared use food facilities are making technological advances by offering online services for members and using digital entry to facilities.

## SCHEDULING SOFTWARE IS NOW THE MOST COMMON WAY TO RESERVE SPACE

About 81 percent of respondents reported that they use some of scheduling software to manager reservations. The industry leader is The Food Corridor software. This is a shift from 2016, in which most respondents reported using email and phone to manage reservations.

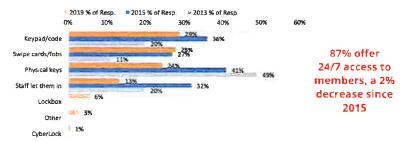
#### How do member/tenants reserve space?



## SHARED-USE FOOD FACILITIES CONTINUE TO OFFER FLEXIBILITY IN ACCESSING FACILITIES

Members/tenants most frequently access the facilities using a keypad/code, swipe card, or cyberlock, with the use of physical keys decreasing in popularity since 2015.

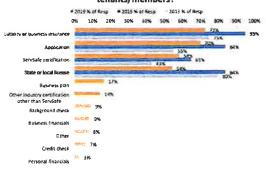
#### How do tenants/members access the facility?



# MOST REQUIRE FORMAL DOCUMENTATION FOR NEW MEMBERS/TENANTS

Similar to the 2016 study, compliance documentation required consists of formal paperwork such as insurance, applications, and licenses and certifications. The most common requirements of shared kitchen facilities are liability insurance, applications, and proof of food safety training.

## What documentation do you require for new tenants/members?



User Interface

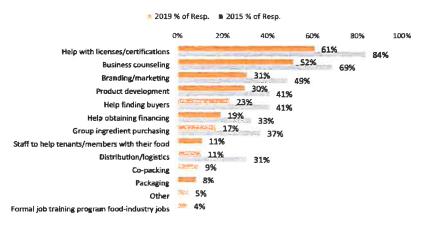
#### **BUSINESS SUPPORT**

A core purpose of shared use food facilities is support for tenant businesses. Assistance with accessing or navigating required licenses and certifications, as well as business planning and counseling are among the top services offered and needed by tenants. Over a quarter of respondents track success outcomes, with job creation, product growth, and revenue growth as the most common. A majority of facilities are mission oriented, with a few models offering programmatic support to help low-income, women, or immigrant business.

# HELP WITH LICENSES AND CERTIFICATIONS AND BUSINESS COUNSELING ARE THE MOST FREQUENTLY OFFERED SERVICES

Similar to 2015, business services continue to be offered in-house and through partnerships. However, it appears that a share of facilities offering in house business services are decreasing, offering potential opportunities for external partnerships and organizations to offer technical assistance.

#### What service do you provide your members/tenants?



## TENANTS NEED ACCESS TO OPERATING CAPITAL AND MARKETING OPPORTUNITIES

Overall, apart from access to the kitchen space itself, tenants need access to operating capital and business assistance such as marketing and planning. Both incubators with large and small operating budgets listed the same primary needs for its members/tenants.

What are the greatest needs of your members/tenants?

- 1. Access to Kitchen Space and Equipment
- 2. Access to Operating Capital
- 3. Market opportunities for selling their product
- 4. Branding and marketing
- 5. Product development
- 6. Access to affordable ingredients
- 7. Business planning
- 8. Accessing trained labor
- Distribution/logics

#### ONLY 30 PERCENT TRACK SUCCESS OUTCOMES OF TENANTS

In 2015, about 50% of facilities tracked at least one business progress outcome, which is 20 percent lower in 2019.

## Do you track outcomes from your tenants/members such as business growth or job creation?



"What's different about us is that we know success rates for food entrepreneurs are low. In response, we offer wraparound business supports and access to markets and capital. We offer what folks who have the resources would go out and pay for through consultants. Business is so skewed in terms of representation, and women and minority entrepreneurs succeed only if they have access to relevant tools and knowledge."

-Bonnie Rosenbaum, Director of Communications, Commonwealth Kitchen

Business Support

#### "MOM! QUIT YOUR JOB AND SELL SAUCE!": FRESH ZEN



Ruby Chan started Fresh Zen three years ago. Her journey into entrepreneurship completes the circle started by her parents decades ago. Ruby's mother and father were engineers in China but upon arriving in New York City found that no one would hire them. This white-to-blue collar flip required them to make their way sweeping floors, washing dishes and working sweatshops, Lower East Side housing projects were home. After nearly 20 years, Ruby's dad saved enough to start his own to-go restaurant, the setting for Ruby's childhood.

Ruby obtained an MBA, settling her on a career path doing marketing and PR work for CPG companies, To manage the stress of coming home and making dinner for four kids who had been in daycare all day, she started making stock sauces for the week and freezing them, Her ginger and scallion sauce and an Asian chimi churi sauce could be whipped up in the Cuisinart and make for a quick gourmet meal. Neighbors and friends love them. Ruby's daughter implored, "Mom, you need to quit your job and sell sauce!" inspiring her to follow this passion.

To get started, Rulby dove into research on food manufacturing and supply chains, which led her to Commonwealth Kirchen (CWK), Ruby called them up, went chrough the intake process and learned they could help her figure out starcup costs, where to get financing and set her up with mentors and coaches. CWK connected her with the right industry experts. One of her mentors is a soy sauce maker while another is a nutritionist who works for major company. They helped Ruby navigate Industry

regulations, product testing and other processes, Culinary experts on-staff helped her understand how to cook safely and properly. All these pieces of support helped her put the entire business together in a fraction of the time and cost it would otherwise take to go to market.

Thanks to the Commonwealth Kitchen relationships, Fresh Zen is rapidly scaling up. Ruby recently received approval for regional distribution into a major national grocer and she is supplying local university foodservice with her bulk sauces. This new business will grow her business ten-fold. CWK coached Ruby in the direction of foodservice for sustainable revenue. Retail margins are so silm, entrepreneurs like her need to keep the balance of sales in favor of higher margin wholesale/bulk business.

Ruby also received advice on women/minority certifications and promoting that aspect of the business. She won a cohort spot with WIN Lab for professional development and now takes on entrepreneurship mentees from Tufts University.

CWK is a special place that brings life experiences full circle for Ruby. If a place like this existed in the Lower East Side while she was young, she believes they would have hired her parents and given them training and opportunities to propel themselves forward. "My parents started from the ground-up without any support and it took the better part of 20 years, Commonwealth Kitchen would have been a great place for my parents to get started."

# SECTION II: LOOKING AHEAD



#### **COMPARISON TO 2015 SURVEY**

Trends in the shared use food facilities industry point in the direction of more users, a wider variety of products, and a growing professionalism among food businesses and the operations themselves. Challenges remain, such as maintaining the facility and managing operations with lean resources and limited technical and financial support. Facilities are also attracting more emerging food businesses with a wider range of products that require greater technical assistance to help test their product and formalize their business:

The 2019 survey has been designed to continue to evolve and grow with the industry, representing a broader and more refined effort than in past years. As such, the survey includes revised options for responses that expand the information collected from respondents, but also somewhat limiting direct comparisons to past surveys. The 2019 survey also includes a greatly expanded look at more facilities throughout the country, due to a sample size three times that of the 2015 survey- aided by the growth of the Network for Incubator and Commissary Kitchens (NICK), an online network facilitated by the staff of The Food Corridor.

Given the significant growth in sample size from the last survey, some questions surprisingly still received very similar results. For example, the breakdown of for-profit vs. non-profit facilities remained similar at 52 percent and E3 percent respectively in 2019 (with 11 percent in a newly-added "Other" category), compared with 61 percent for-profit and 39 percent non-profit in 2015. In addition, respondents described the primary goal of their facility in a very similar breakdown, with 51 percent focusing on assisting early-growth businesses, compared with 53 percent in 2015. The respondents also displayed similar characteristics between surveys in the percentage of tenants who are women and people of color, the number of shared users that can be accommodated by the facility, and the percentage of facilities reporting making money, breaking even, and losing money.



On the other hand, responses to several questions have differed from past surveys. The 2019 survey shows an increase in the number of facilities less than 3,000 square feet at 45 percent, compared with 35 percent in 2015. Accordingly, the survey group also has more facilities with operating budgets less than \$100,000, at 57 percent versus 49 percent in 2015, and more facilities with fewer than 10 tenants, at 37 percent versus 24 percent in 2015. Further, 58 percent of respondents in 2019 offer different rates for low-income tenants, compared with only 6 percent in 2015. More tenants are also staying for 1-3 years, at 66 percent compared with 46 percent in 2015

These results paint a mixed picture, but one that seems to indicate that many shared food facilities continue to be mission-focused with a desire to support new businesses. It appears that the industry is trending towards smaller facilities, even as the industry matures and attracts increased levels of investment. Similar challenges remain, as well, with respondents echoing concerns from past surveys of finding quality tenants, maintaining the facility, navigating regulations, marketing the facility, and attracting and retaining staff.

#### WHAT THE INDUSTRY THINKS ABOUT ITS FUTURE

The outlook on the shared use food facility industry is positive. Nearly 70% of respondents noted they think the industry will be growing over the next five years. Many predict this rise may be attributed to increased connections with the food delivery network, which has been rising in popularity as over one-third of respondents' clients only sell their products through a delivery channel. Many see a potential for franchiseable or multiple locations operated by one company, favoring the most efficient management practice, strong brand, and a history of successful incubated or graduated companies. In any case, differentiation and specialization will be key. However, many facilities noted their greatest challenge to be the regulatory climate of the industry, particularly in reference to licenses and legislation.

Many local municipalities lack a regulatory framework for commercial kitchens looking to rent space to multiple tenants, representing unique challenges for food safety and storage. There is considerable complexity around food production of various types all requiring different regulatory frameworks from various agencies. Operators must determine the applicable regulation under which the food produced will be regulated. (local, state food safety regulations, FDA Code, Good Manufacturing Practices (new) the future. The result of strengthening partnerships federal (USDA/FDA). These are different for fish and may provide the ability to better leverage ecosystem fishery products, juice products, acidified foods, lowacid canned foods, alcoholic beverages, ready to eat foods, delivery-bound foods, meat and dalry, frozen purchases, equipment maintenance, sanitation foods, and increasingly complicated: hemp, CBD and mariluana foods. Some of which require HAACP plans and traceability. A HACCP (Hazard Analysis entrepreneurs like insurance, branding, business and Critical Control Points) plan is a food safety development, supplies, ingredients, packaging, monitorine system that is used to identify and control distribution, and sales and marketing channels biological, chemical, and physical hazards within the pose big opportunities. A desire for a harmonized, storage, transportation, use, preparation, and sale of perishable goods. It also determines critical control another opportunity that emerged. points (CCF) in the process of food production.



unclear federal or local regulations in regards to kitchen operations and product distribution limit the facilities' full operational potential. In order to better respond to these challenges and scale with the industry, the ability to partner with other organizations seems to be valuable for many facilities. Nearly half of respondent facilities have sought out relationships with other organizations, and others have noted that forming partnerships are currently useful or would be useful to them in services that support the commercial kitchen industry like operational software, equipment services, laundry, HVAC, sensors, security, labor, In addition, secondary services that support food evidence-based food business curriculum was

#### MATURATION AND EVOLUTION

Shared use kitchens are important institutions market. Shared use food facilities can differentiate connecting small to medium-sized food themselves through their community-oriented entrepreneurs to an evolving consumer market. Operators and their facilities tend to be the center and additional services such as technical assistance of local food systems as micro clusters and are a key entry point for new entrepreneurs, the largest proportion of whom have a high school education or less." As such, shared kitchens play a key role as a nexus point of the local economy. A unique of entrepreneurs and end-users, meeting different needs of the overall food system. This diversification creates stability and puts shared kitchens at the center of the food entrepreneurship ecosystem:

The shared use food facility industry has an opportunity to differentiate itself from other commercial kitchen businesses by focusing on the impacts of the kitchen incubators on reducing the racial wealth gar through entrepreneurship. According to the Kauffman Foundation, selfemployed people hold 37 percent of all wealth in the US.\*\* With people of color severely underrepresented in this category and experiencing higher rates of failure than other entrepreneurs, the inclusionary practices and robust supports offered through shared kitchen best practices are moving the needle. Focus on creating opportunities for low-income entrepreneurs are another key differentiator. Lowincome entrepreneurs are more likely than others to establish their businesses in their neighborhoods and hire from their communities, creating a compounding benefit for low-weath neighborhoods.4 The challenge at hand is measuring that movement.

In 2019, food delivery sales totaled more than \$25 billion in 2019 are projected to grow at an annual rate of 6.5 percent, with restaurant-to-consumer business comprising the biggest share of this opportunity." Due to the demand in online food delivery services, ghost or cloud kitchens are being support entrepreneurs in capturing this growing and the flow of resources to the industry.

experiences, established history of helping users. and procurement services. This is also an opportunity to support underrepresented entrepreneurs in capturing the growing delivery-only market share,

As the industry grows to adapt to emerging business feature of the industry is that it serves a diverse set models and competition, demand for formation of a larger advocacy and support network has grown. While industry support groups have been created specific to geography, through social media, or online communities, many facilities have expressed a desire to establish standard guidelines and resources on the day-to-day operations of a shared-use food facility. Specifically, the Network for Incubator and Commissary Kitchens is the largest informal network of shared kitchens and is facilitated by the staff of The Food Corridor, This private Facebook Group is home to over 1400 shared kitchen owners, operators, and community partners that currently ask questions, share best practices and opportunities, and provide support. In October of 2019, The Food Corridor hosted the network in Austin, Texas for the 2nd annual Food Incubation Summit. The two-day event was geared at food incubator administrators, commissary kitchen operators, and ecosystem service providers supporting the industry. The Summit's educational sessions in the form of panels, quick-fire talks and 1:1 mentoring covered topics ranging from innovative approaches to membership, operations, and policies to designing and implementing incubation programs. Networking events were designed to encourage conversation and collaboration among attendees.

Formation of a membership-based national business association or network presents an opportunity for sharing best practices in key areas like tenant business development, as well as better advocating for shared use kitchen facilities and offering built to meet the specific needs of food business resources for further education and accreditation. that only offer delivery services. Large companies By providing a shared set of resources, facilities with venture capital Eacking are starting to build can better synthesize programming and metrics for out facilities that meet these specific space needs, tenant success across multiple regions, generating Current and future shared use food facilities will have increased financial reputability for businesses to compete with these larger and more capitalized seeking financing. Shared kitchens can begin to firms for users/tenants, creating an opportunity to capture and share better data to improve operations

#### **TECHNICAL ASSISTANCE NEEDS**

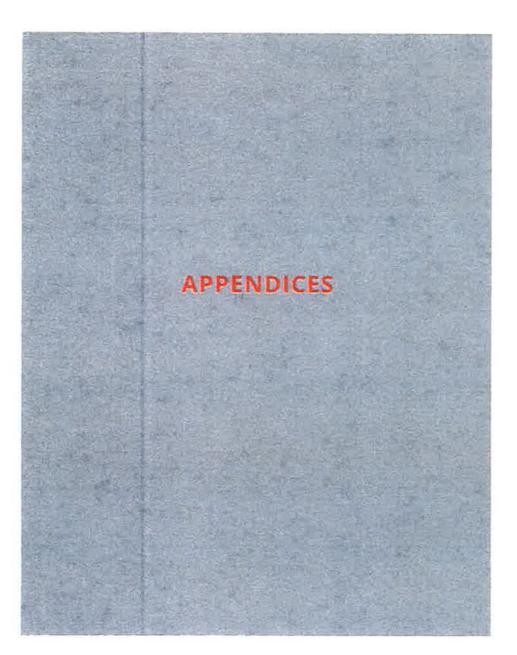
A common challenge for many respondent facilities different needs such as additional financing. centers on the theme of further establishing the shared use food facility industry. The industry Established standards of operation will further demands increased awareness, consistency in regulations, and more financing opportunities. Most respondents reported not receiving any tax credits, and many voiced a need for increased access to grant support. There was a great desire to raise awareness to financers in order to raise capital for their facility or operations. In addition, mission-oriented facilities stated that they track the outcomes of their users/ tenants; however, most respondents stated they do not track any outcomes of their users. The industry currently lacks benchmarking for tenant success, i.e. when a business begins to mature and requires

help to formalize the industry and provide financial reputability to businesses in the industry seeking financing, Partnering with larger associations of incubators and economic development organizations also represents an opportunity for facilities to better understand their economic impact, Government and institutional partners can help fill the data gap and add critical capacity where small operators are lacking. By addressing these needs, facilities are better able to advocate for funding and address user

#### TECHNOLOGICAL, CONSUMER, AND SOCIAL DISRUPTION

As food delivery services become a larger part of how consumers find, buy, and eat their food, there is a growing demand for the disintermediation of the food supply chain. Consumers around the country are looking for readily available, on-demand options for eating, and are prepared to pay a higher price for a more convenient product. Shared use kitchen facilities can take advantage of this demand by providing space for virtual restaurants or meal delivery businesses, perhaps including delivery or other such services. This new wave in the growing sharing economy also requires special attention be paid to integrating equity into the mission, strategies, and policies of shared use kitchen facilities.





#### APPENDIX A

#### **ENDNOTES**

- US Small Business Administration Office of Advocacy, Frequently Asked Questions, August 2017, https://www.sba.gov/sites/default/files/advocacy/SB-FAQ-2017-WEB.pdf
- "The importance of Young Firms for Economic Growth." Economic Policy Digest. Ewing Marion Kaufmann Foundation, Updated September 14, 2015. Available from: https://www.kauffman.org/-fwedia/kauffman\_org/resources/2014/entrepreneurship-policy-digest/september-2014/entrepreneurship-policy\_digest\_september-2014/entrepreneurship-policy\_digest\_september-2014/entrepreneurship-policy\_digest\_september-2014/entrepreneurship-policy\_digest\_september-2014.pdf; internet.
- Fairlie, Robert, Sameeksha Desai, and A.J. Herrmann. (2019) 2018 National Report on Early-Stage Entrepreneurship, Kauffman Indicators of Entrepreneurship, Ewing Marion Kauffman Foundation: Kansas City. Available from https://indicators.kauffman.org/wp-content/uploads/sites/2/2019/09/National\_Report\_Sept\_2019.pdf
- Patti Wilber, and Leonard Dixon. The Impact of Business Incubators on Small Business Survivability, Association of Small Business and Entrepreneurship Annual Conference 2003 proceedings; available from http://citeseenxist.psu.edu/viewdoc/download?doi=10.1.1.598.67678rep=rep18-type=pdf; internet.
- ⁴lbid.
- \* Mercedes Delgado, Michael Porter, and Scott Stern, "Clusters and Entrepreneurship," Journal of Economic Geography 10, No. 4 (2010): 495-518. (http://www.clustermapping.us/sites/delault/files/files/resource/Clusters\_and\_Entrepreneurship.pdf)
- "The Importance of Young Firms for Economic Growth." Economic Policy Digest. Ewing Marion Kaufmann Foundation, Updated September 14, 2015. Available from: https://www.kauffman.org/-/media/kauffman\_org/resources/2014/entrepreneurship-policy-digest/september-2014/entrepreneurship-policy\_digest\_september-2014/entrepreneurship-policy\_digest\_september-2014.pdf; internet.
- Ipid
- \* Ibid.
- \* Kahliah Laney, with Jonathan Bowles and Tom Hilliard. "Launching Low-Income Entrepreneurs." Center for An Urban Future. April 2013, Available from: https://nycfuture.org/pdf/Launching-Low-Income-Entrepreneurs.pdf
- \* Statista.com Industry Outlook (https://www.statista.com/outlook/374/109/online-food-delivery/united-states).













# New Business

# TAB 8



## **Town of Lake Park Town Commission**

## Agenda Request Form

Meeting Date: August 19, 2020	Agenda Item No.
-------------------------------	-----------------

Agenda Title: Authorizing the Inclusion in the Town's Fiscal Year 2020/2021
Budget Pay and Salary Increases for the Town's Non-union Employees

SPECIAL PRESENTATION/REPORTS [ ] CONSENT AGENDA BOARD APPOINTMENT [ ] OLD BUSINESS PUBLIC HEARING ORDINANCE ON FIRST READING NEW BUSINESS OTHER:									
Approved by Town Manager Date: 8-12-2020									
Name/Title  ACTING TOUN	MGR/HUMANKESSU	RCES DIRECTOR							
Originating Department: TOWN MANAGER	Costs: \$ 82,954.00  Funding Source: 001-900  Acct. #  Lourdes [] Finance Cariseo	Attachments: Proposed Evergreen Solution for Fiscal Year 2021 – Non- union Employees; Proposed Fiscal Year 2021 Pay/Classification Plan for Non-union Employees; Three Tier Comp Ratio Lookup for Non-union Employees; and, Cost Estimates of Evergreen Solutions – Fiscal Year 2021 (Non-union)							
Advertised: Date: Paper: [x] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyoneBMT Or Not applicable in this case Please initial one.							

## Summary Explanation/Background:

In November of 2018, the Town of Lake Park entered into a contract with Evergreen Solutions, LLC for the purpose of conducting a compensation study for employees of the Town of Lake Park. The compensation study was completed in 2019. As part of the ratification of the Collective Bargaining Agreement (CBA) between the Town of Lake Park and the Federation of Public Employees for the Period of October 1, 2018 to September 30, 2021 following the Second Year Reopener, the recommended pay increases based upon hire year parity for employees whose positions are covered by the CBA were approved by the Commission on December 18, 2019, and became effective retroactively to October 1, 2019 for Fiscal Year 2020. Such increases are included in the Town's Fiscal Year 2020/2021 budget.

Since the recommended pay increases have already been provided for positions covered by the CBA, it is now the Town Manager's goal to provide the recommended pay and salary increases for the Town's non-union employees – i.e., those employees whose positions are not covered by the CBA. Realizing that such pay and salary increases cannot be budgetarily accommodated in one fiscal year, such increases are being proposed in what is referred to as a "Move Toward Midpoint Three Tier" approach, which Evergreen has advised is most favored by municipalities.

As outlined in the attached cost estimate sheet, this option is designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more tenure. Employees with at least one year and less than three years with the organization are moved closer toward the midpoint of the proposed pay grade range (market point), employees with between three and seven years tenure are moved even closer, and employees with more than seven years are moved yet even closer. For example, an employee's salary at 75 percent of the midpoint (compa ratio) would be brought to 79 percent of the midpoint if his/her tenure is less than three years, but would be brought to 80 percent if his/her tenure is three to seven years and to 81 percent if his/her tenure is greater than seven years. Employees at or above the market point are unaffected. This option includes the Bring to New Minimum cost.

The total implementation cost of this option is \$165,908 for 26 employees receiving such adjustments. Phased in over a period of two years, the costs would be as follows:

Option	Total Implementation Cost	Year 1 Cost	Year 2 Cost
Move Towards Midpoint (Three Tier)	\$165,908	\$82,954	\$82,954

The purpose of this agenda item is to authorize the inclusion in the Town's Fiscal Year 2020/2021 budget the amount of \$82,954 for pay and salary increases for the Town's non-union employees.

Recommended Motion: I move to approve the pay increases for all non-union positions commencing in Fiscal Year 2021 and that such increase be included in the Town's Fiscal Year 2020/2021 budget, as recommended by staff.

## Proposed Evergreen Solution for Fiscal Year 2021 - Non Union Employees

FTE ANNUALIZED SALARY	CURRENT CLASSIFICATION TITLE	PROPOSED CLASSIFICAITON TITLE	CURRENT MINIMUM	CURRENT MIDPOINT	CURRENT MAXIMUM	Target Compa Ratio (3 Tier)	Move to Midpoint Salary (3 Tier)	Annual Cost	% Adjustment
\$80,788.00	Project Manager	Manager - Capital Projects	\$73,598.30	\$85,362.58	\$97,126.85		\$80,788.00	\$0.00	-
	Community Development Technician	Community Development Technician	\$32,269.54	\$42,962.40	\$53,655.26		\$47,778.00	\$0.00	
\$86,029.00		Grant Writer/Chief Public Information Officer	\$57,281.93	\$72,218.63	\$87,155.33	82.0%	\$101,132.47	\$15,103.47	17.6%
	Code Compliance Officer	Code Compliance Officer	\$33,457.63	\$44,882.45	\$56,307.26		\$49,920.00	\$0.00	
\$52,167,00	Operations Manager	Operations Manager	\$47,757.22	\$60,762.63	\$73,768.03	87.0%	\$55,061.39	\$2,894.39	5.5%
	Children's Services Assistant	Library Assistant, Children's	\$19,879.39	\$23,178.48	\$26,477.57	82.0%	\$28,228.50	\$2,644.50	10.3%
	Finance Director	Director - Finance	\$79,411.49	\$104,043.27	\$128,675.04	84.0%	\$103,599.11	\$13,389.11	14.8%
\$57,283.00		Assistant Director - Library	\$41,816.74	\$51,756.44	\$61,696.13	83.0%	\$69,917.21	\$12,634.21	22.1%
	Code Compliance Officer	Code Compliance Officer	\$33,457.63	\$44,882.45	\$56,307.26		\$47,840.00	\$0.00	
	Chief Accountant	Assistant Director - Finance	\$67,080.00	\$82,753.00	\$98,426.00	84.0%	\$77,835.55	\$5,222.55	7.2%
	Community Development Director	Director - Community Development	\$74,065.06	\$94,008.10	\$113,951.14	88.0%	\$89,696.20	\$4,811.20	5.7%
	Deputy Town Clerk	Deputy Town Clerk	\$38,231.23	\$49,295.38	\$60,359.52	88.0%	\$52,050.73	\$1,984.73	4.0%
	Special Events Director	Director - Special Events	\$56,158.75	\$71,657.04	\$87,155.33	83.0%	\$76,908.93	\$11,159.93	17.0%
	Recreation Supervisor	Recreation Supervisor	\$38,231.23	\$49,295.38	\$60,359.52	83.0%	\$45,881.59	\$2,409.59	5.5%
\$30,487.00		Planner	\$40,989.31	\$52,424.74	\$63,860.16	82.0%	\$51,896.95	\$21,409.95	70.2%
	Accountant II	Accountant, Senior	\$48,160.32	\$62,512.95	\$76,865.57	90.0%	\$56,960.06	\$716.06	1.3%
\$89,752.00	Chief Information Technology Officer	Director - Information Technology	\$56,158.75	\$71,657.04	\$87,155.33	92.0%	\$93,773.30	\$4,021.30	4.5%
\$33,780.00	Special Events Coordinator	Events Coordinator	\$33,118.18	\$33,118.18	\$33,118.18	82.0%	\$37,001.81	\$3,221.81	9.5%
	Administrative Assistant	Executive Assistant	\$32,269.54	\$42,962.40	\$53,655.26	83.0%	\$42,879.99	\$1,175.99	2.8%
	Library Assistant I	Library Assistant	\$25,077.31	\$31,314.82	\$37,552.32	84.0%	\$28,917.00	\$1,211.00	4.4%
		Assistant Town Manager/Director - Human Res	\$78,499.20	\$102,717.27	\$126,935.33	84.0%	\$113,959.02	\$32,298.02	39.6%
\$74,943.00		Town Clerk	\$56,158.75	\$71,657.04	\$87,155.33	100.0%	\$76,579.64	\$1,636.64	2.2%
	Assistant to the Human Resources Director	Executive Assistant	\$41,116.61	\$48,223.97	\$55,331.33	97.0%	\$50,112.76	\$1,460.76	3.0%
	Code Compliance Officer	Code Compliance Officer	\$33,457.63	\$44,882.45	\$56,307.26	92.0%	\$47,529.63	\$146.63	0.3%
	Library Accounting Clerk	Accounting Technician	\$29,893.34	\$38,422.18	\$46,951.01	84.0%	\$37,904.29	\$4,894.29	14.8%
	Accountant III	Accountant	\$52,658.11	\$67,901.81	\$83,145.50		\$58,511.00	\$0.00	
	Library Assistant I	Library Assistant	\$25,077.31	\$31,314.82	\$37,552.32	83.0%	\$28,572.75	\$2,468.75	9.5%
	Assistant to the Town Manager	Executive Assistant	\$41,116.61	\$48,223.97	\$55,331.33		\$52,541.00	\$0.00	
	Marina Maintenance Worker II	Marina Maintenance Worker	\$25,522.85	\$32,216.50	\$38,910.14	83.0%	\$35,002.85	\$910.85	2.7%
\$47,237.00	Assistant to the Community Development D	Executive Assistant	\$41,116.61	\$48,223.97	\$55,331.33	94.0%	\$48,562.88	\$1,325.88	2.8%
	Accountant I	Accounting Technician	\$43,620.10	\$57,092.26	\$70,564.42		\$59,176.00	\$0.00	
\$54,101.00		Planner	\$40,989.31	\$52,424.74	\$63,860.16	87.0%	\$55,061.39	\$960.39	1.8%
	Public Works Director	Director - Public Works	\$74,065.06	\$94,008.10	\$113,951.14	83.0%	\$102,365.79	\$15,795.79	18.2%
						•	Cost	\$165,907.80	

# Proposed Fiscal Year 2021 Pay/Classification Plan for Non-Union Employees

PROPOSED OF ASSISTANTON TITLE	Proposed	Proposed	Proposed	Proposed
PROPOSED CLASSIFICATION TITLE	Minimum	Midpoint	Maximum	Grade
Accountant	\$40,520	\$51,663	\$62,806	70
Accountant, Senior	\$49,638	\$63,289	\$76,940	100
Accounting Technician	\$35,391	\$45,124	\$54,857	50
Assistant Director - Finance	\$72,676	\$92,661	\$112,647	140
Assistant Director - Library	\$66,069	\$84,238	\$102,406	130
Assistant Town Manager/Director - Human Resources	\$106,404	\$135,666	\$164,927	180
Code Compliance Officer	\$40,519.72	\$51,662.64	\$62,805.57	70
Community Development Technician	\$33,076.16	\$42,172.11	\$51,268.05	40
Deputy Town Clerk	\$46,391.03	\$59,148.56	\$71,906.09	90
Director - Community Development	\$79,943.14	\$101,927.50	\$123,911.86	150
Director - Finance	\$96,731.20	\$123,332.28	\$149,933.35	170
Director - Information Technology	\$79,943.14	\$101,927.50	\$123,911.86	150
Director - Public Works	\$96,731.20	\$123,332.28	\$149,933.35	170
Director - Special Events	\$72,675.58	\$92,661.36	\$112,647.15	140
Events Coordinator	\$35,391.49	\$45,124.15	\$54,856.81	50
Executive Assistant	\$40,519.72	\$51,662.64	\$62,805.57	70
Grant Writer/Chief Public Information Officer	\$96,731.20	\$123,332.28	\$149,933.35	170
Library Assistant	\$27,000.00	\$34,425.00	\$41,850.00	10
Library Assistant, Children's	\$27,000.00	\$34,425.00	\$41,850.00	10
Manager - Capital Projects	\$72,675.58	\$92,661.36	\$112,647.15	140
Marina Maintenance Worker	\$33,076.16	\$42,172.11	\$51,268.05	40
Operations Manager	\$49,638.40	\$63,288.96	\$76,939.52	100
Planner	\$49,638.40	\$63,288.96	\$76,939.52	100
Recreation Supervisor	\$43,356.10	\$55,279.03	\$67,201.95	80
Town Clerk	\$60,062.46	\$76,579.64	\$93,096.82	120

# Three Tier Comp Ratio Lookup for Non-Union Employees

1 - 3 years tenure	
Actual Compa	Target Compa
Ratio	Ratio
66%	71%
67%	72%
68%	73%
69%	74%
70%	74%
71%	75%
72%	76%
73%	77%
74%	78%
75%	79%
76%	80%
77%	81%
78%	82%
79%	83%
80%	83%
81%	84%
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86%	88%
87%	89%
88%	90%
89%	91%
90%	91%
91%	92%
92%	93%
93%	94%
94%	95%
95%	96%
96%	97%
97%	98%
98%	99%
99%	100%
100%	100%

3 - 7 years tenure	
Actual Compa	Target Compa
Ratio	Ratio
66%	72%
67%	73%
68%	74%
69%	75%
70%	75%
71%	76%
72%	77%
73%	78%
74%	79%
75%	80%
76%	81%
77%	82%
78%	83%
79%	84%
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92%	94%
93%	95%
94%	96%
95%	97%
96%	98%
97%	99%
98%	100%
99%	100%
100%	100%

>7 years tenure	
Actual Compa	Target Compa
Ratio	Ratio
66%	73%
67%	74%
68%	75%
69%	76%
70%	76%
71%	77%
72%	78%
73%	79%
74%	80%
75%	81%
76%	82%
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89%	93%
90%	93%
91%	94%
92%	95%
93%	96%
94%	97%
95%	98%
96%	99%
97%	100%
98%	100%
99%	100%
100%	100%

## Cost Estimates of Evergreen Solution - Fiscal Year 2021 (Non-Union)

Option	Description	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If their salary is already within the proposed pay range, no adjustment is made.	\$93,359	12	\$7,780	14.5%
Move Towards Midpoint (Two Tier)	This option is designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint and to provide greater adjustments to those employees with more tenure. Employees with at least one year and less than ten years with the organization are moved closer toward the midpoint of the proposed pay grade range and employees with more than ten years are moved yet even closer. For example, an employee's salary at 75 percent of the midpoint (compa ratio) would be brought to 77 percent of the midpoint if his/her tenure is less than ten years, but would be brought to 80 percent if his/her tenure is greater than then years. Employees at or above the midpoint are unaffected. This option includes the Bring to Minimum Option.	\$129,445	26	\$4,979	8.6%
Move Towards Midpoint (Three Tier)	This option is designed to give larger adjustments (in percentage terms) to those with salaries furthest from the market point and to provide greater adjustments to those employees with more tenure. Employees with at least one year and less than three years with the organization are moved closer toward the midpoint of the proposed pay grade range (market point), employees with between three and seven years tenure are moved even closer, and employees with more than seven years are moved yet even closer. For example, an employee's salary at 75 percent of the midpoint (compa ratio) would be brought to 79 percent of the midpoint if his/her tenure is less than three years, but would be brought to 80 percent if his/her tenure is three to seven years and to 81 percent if his/her tenure is greater than seven years. Employees at or above the market point are unaffected. This option includes the Bring to New Minimum cost.	\$165,908	27	\$6,145	11.4%
Hire Date Parity	This option alms to re-align an employee's salary within their recommended range based on how long they have worked for the Town. This is done on the basis of 30 year career trajectory, where an employee with 15 years of experience would be placed at the midpoint, whereas an employee with 30 or more years would be at maximum. If an employee's salary exceeds where they would be projected in the recommended range, no adjustment is made. This option includes the Bring to Minimum cost.	\$255,900	22	\$11,632	18.4%
Range Penetration	A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her at the same percentage through the proposed range. For example, if an individual is at the midpoint (50%) of the current range, he/she is brought to the midpoint of (50%) the recommended range. This option includes the Bring to Minimum cost.	\$374,908	29	\$12,928	22.1%

# TAB 9



### **Town of Lake Park Town Commission**

### Agenda Request Form

Meeting Date: August 19, 2020	Agenda Item No.			
Agenda Title: Resolution -08-20 Updating the Master Fee Schedule				
[ ] SPECIAL PRESENTATION/REPORT BOARD APPOINTMENT [ ] PUBLIC HEARING ORDINANCE (	[ ] OLD BUSINESS			
Approved by Town Manager  Vivian Mendez – Jown Clerk	Date: 8-10-2020			
Name/Title				

Originating Department:	Costs: \$ 0.00	Attachments:
	Funding Source:	. Resolution <u>56</u> -08-20
Town Clerk	Acct. #	. Exhibit "A"
	[] Finance	
Advertised: Date: Paper: [X] Not Required	All parties that have an interest in this agenda item must be notified of meeting date and time. The following box must be filled out to be on agenda.	Yes I have notified everyone or Not applicable in this case <i>v.m.</i> Please initial one.

<u>Summary Explanation/Background:</u> The Town Code authorizes the Town Commission to establish and amend a schedule of fees to be charged by the Town. The Town Commission had adopted 59-09-18 and 74-09-19 as the Master Fee Schedule with Exhibit A reflecting all the fees for each department and the fees for service. The changes to the fee schedule are in red-line form for ease of review.

The first change appears on page 1 related to permit applications for zoning reviews only and telecommunications applications on page 3 for the Telecommunications development related fees. The Telecommunication application fees are being reduced to \$100 since the State has restricted a municipality's ability to charge more than \$100. Since our fee schedule was in place prior to January 1, 2019, which is also a State requirement to be able to charge fees, reducing the fees to the State allowable maximum will allow us to recover \$100 for application reviews. This minimal amount

will not cover the extent of our review costs, but will provide a small fee to the Town. Consequently, since the permit fee structure has been historically used to charge fees and is based on permit value, given the cap of \$100, this category has also been included in the permit fee schedule so that it is clear that we can no longer charge based on a sliding scale pursuant to permit value, but rather cap the permit fee for Telecommunication permit applications to \$100, State surcharge will not apply. As a housekeeping matter, since we charge \$100 for permits requiring zoning review only, this terminology has also been included.

In addition, the Palm Beach Sheriff's Office (PBSO) has developed a new tracking system that will allow the Clerk of the Courts to process and track all traffic and parking related citations issues by PBSO. Since PBSO assists the Town with our parking-related citations, in order to recover the \$10 administrative cost charged by the Clerk of the Court, this fee is being added to the Town's fine fee schedule.

The Lake Park Public Library has included fees for replacement of barcode and RFID tags. Other miscellaneous fees were included in this section.

Lastly, the Sanitation Annual Assessment was updated as a result of the August 6, 2020 Regular Commission Meeting discussion. Staff recommends approval of this Resolution.

**Recommended Motion:** I move to approve Resolution \_\_\_56\_\_\_-08-20.

#### **RESOLUTION NO. 56-08-20**

A RESOLUTION OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA REPEALING RESOLUTION 59-09-18 AND 74-09-19 WHICH ESTABLISHED THE MASTER FEE SCHEDULE REPLACING AS SET FORTH IN EXHIBIT A WHICH IS ATTACHED HERETO AND INCORPORATED INTO THIS RESOLUTION; PROVIDING FOR AN INCREASE AND MODIFICATION OF CERTAIN FEES AS SHOWN IN EXHIBIT A; AND PROVIDING FOR AN EFFECTIVE DATE.

**WHEREAS,** the Town of Lake Park ("Town") is a municipal corporation of the State of Florida with such power and authority as has been conferred upon it by the Florida Constitution and Chapter 166, Florida Statutes; and

**WHEREAS**, the Town Code authorizes the Town Commission to establish and amend a schedule of fees to be charged by the Town; and

**WHEREAS,** the Town Commission has previously adopted Resolution 59-09-18 and 74-09-19 which established certain fees for certain activities within the Town, or services provided by the Town; and

WHEREAS, the Town Manager has directed that the Master Fee Schedule be revised; and

**WHEREAS**, the Town Manager recommends that the Commission adopt the revised resolution of the Master Fee Schedule.

# NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA AS FOLLOWS:

**Section 1**. The whereas clauses are hereby incorporated herein.

<u>Section 2.</u> The Town Commission hereby adopts the revised Master Fee Schedule as contained in **Exhibit "A"** which is attached hereto and incorporated herein. **Exhibit "B"** includes the assessment roll for sanitation services.

**Section 3.** All resolutions or parts of resolutions which have established fee schedules are hereby repealed.

**Section 4.** This Resolution shall take effect immediately upon its execution.

# Exhibit "A" <u>Master Fee Schedule</u>



# **Community Development**

The P	<b>Building Permit Fees</b> Permit Fee Schedule shall be based on total valuation as follows:	
No.	TYPE OF FEE	FEE
	Base Fee for Zoning Reviews Only (for example commercial	\$100
	paint permits, or landscape permits) and for Telecommunication	(State surcharge
	permit applications.	does not apply)
	Minimum Permit Fee up to \$2,499.00 in value	\$100.00
	\$2,500.00 - \$999,999.00	\$100.00 plus 2.0%
	\$1,000,000 and up	\$100.00 plus 1.25%
	uilding permit requires Engineering review, this will be assessed at a own's Engineering contract, with a minimum one (1)-hour charge.	an additional fee per
	Inspection Fee	\$40.00
	it related inspections; zoning certificate inspections; structural code	1.
	ctions; fire damage inspections; courtesy inspections; and all other in	nspections not
	ctions; fire damage inspections; courtesy inspections; and all other in wise listed are required, a \$40 inspection fee PER inspection will be	nspections not assessed
	ctions; fire damage inspections; courtesy inspections; and all other in wise listed are required, a \$40 inspection fee PER inspection will be Re-inspection Fee	assessed \$75.00
	ctions; fire damage inspections; courtesy inspections; and all other in wise listed are required, a \$40 inspection fee PER inspection will be	assessed \$75.00 As defined by
	ctions; fire damage inspections; courtesy inspections; and all other is wise listed are required, a \$40 inspection fee PER inspection will be Re-inspection Fee  Low-Voltage alarm system permit or low-voltage electric fence	assessed \$75.00 As defined by
	ctions; fire damage inspections; courtesy inspections; and all other in wise listed are required, a \$40 inspection fee PER inspection will be Re-inspection Fee	assessed \$75.00 As defined by
	ctions; fire damage inspections; courtesy inspections; and all other is wise listed are required, a \$40 inspection fee PER inspection will be Re-inspection Fee  Low-Voltage alarm system permit or low-voltage electric fence	assessed \$75.00 As defined by
	ctions; fire damage inspections; courtesy inspections; and all other is wise listed are required, a \$40 inspection fee PER inspection will be Re-inspection Fee  Low-Voltage alarm system permit or low-voltage electric fence  Additional Permit-Related Fees  Permit Revision Administrative Fee utilizing the same Permit	assessed \$75.00 As defined by Florida State Statue
	ctions; fire damage inspections; courtesy inspections; and all other is wise listed are required, a \$40 inspection fee PER inspection will be Re-inspection Fee  Low-Voltage alarm system permit or low-voltage electric fence  Additional Permit-Related Fees  Permit Revision Administrative Fee utilizing the same Permit number	As defined by Florida State Statue

Building Official; Plans Examiner; Building Inspector; and Related Services Per hour fee based on Town Contract, minimum half-hour charge.

Holiday/Weekend Inspections (minimum three (3)-hour charge) Per hour fee based on Town Contract

### PERMIT PENALTIES

Any person who commences any work on a building or structure where a building or sign permit is required, who has not obtained the prior written approval from the Town's Building Official, or has not obtained the required building or sign permit shall be subject to the assessment of a penalty of two times (2Xs) the required permit fees listed herein, in addition to the regular permit fees.

rees.		
	MOVING PERMIT FEES:	# # 00 00
	For the moving of any building or structure exceeding 500 Sq Ft the Permit Fee shall be:	\$500.00
	CONTRACTOR REGISTRATION FEES:	\$2.00
	With Palm Beach County registration with a "W" designation	Ψ2.00
	All Other Contractors	\$10.00
	SIGN PERMIT FEES:	\$100.00
	Minimum Permit Fee up to \$ 3,000.00 in value	<b>#200.00</b>
	\$3,000.00 and up in value	\$200.00
	Window Signage (per store window frontage)	\$50.00
	DEVELOPMENT REVIEW FEE SCHEDULE	
1	Abandonment of rights of way	\$1,800.00
2	Abandonment of easements	\$1500.00
3	Appeal of Administrative Decisions	\$1,000.00
4	Comprehensive Plan text amendment	\$2,500.00
5	Comprehensive future land use map change, small and large	\$3,000.00
6	Development of Regional Impact	\$5,000.00
	a. Annual report review	\$500.00
7	Development Approval extension	\$1,500.00
8	Development Pre-Application Meeting	\$200.00
9	Developer Agreements	\$1,500.00
10	Planned Unit Development	
	a. Master Plan approval	\$2,000.00
	b. Modification of an approved Master Plan	\$1,000.00
	c. Per waiver request	\$250.00
11	Site plan, nonresidential or residential multi-family 6 units or greater	
	a. 0-14,999 square feet (structure size)	\$2,000.00
	b. Greater than 14,999 square feet (structure size)	\$4,000.00
	c. Per waiver request (if applicable)	\$250.00

12	Site Plan residential within Mixed-Use projects (in addition to nonresidential fees)	
	a. Base fee	\$1,500.00
	b. Additional fee, after the initial 10 units	\$ 10.00 per unit
13	Special Exception or Conditional Use, nonresidential and residential (one use per application)	
	a. 0-14,999 square feet (structure size)	\$1,500.00
	b. Greater than 14,999 square feet (structure size)	\$3,000.00
14	Variance or Waiver, nonresidential	\$1,000.00
15	Variance or Waiver, residential principal structure	\$750.00
16	Zoning code text amendment	\$2,500.00
17	Zoning map amendment	\$2,500.00
18	Zoning determination letter	\$125.00
19	Zoning Confirmation Certificate	\$125.00
20	Zoning Inspection (inspection of premises – per housing unit, or flat fee for commercial). Maximum \$500 for multiple housing units.	\$50.00
21	Home Occupation Zoning Confirmation Certificate	\$125.00
22	Special Event Permit (non-profit or individual not affiliated with for-profit entity)	\$50.00
23	Special Event Permit (commercial/for-profit entity)	\$100.00
24	Minor Replat/Plat	\$500.00
25	Telecommunications Tower Pre-application permit	<del>\$250.00</del> \$100
26	Telecommunications Tower/Co-Location Application	<b>\$1,500.00</b> \$100
27	Certificate of Appropriateness; Designation/De-designation; or Ad Valorem Tax Exemption for historic property (Historic Preservation)	\$200.00
28	Site Plan or Development Approval Amendment	\$500.00
29	Fine Reduction or Waiver Request Application – Code Compliance	\$100.00
30	Time Extension Application – Code Compliance	\$100.00
31	Out of Town/Mobile Vendor Business Registration Application	\$50.00
32	Annual Out of Town/Mobile Vendor Fee	\$250.00
33	Annual Bank Registration Fee	\$150.00
34	Unity of Title	\$500.00

*Recovery of additional costs*. In addition to the afore-stated fees, the Town may, in addition to the applicable application fee, recover the costs referenced below, including, but not limited to, the following:

1) Consultant fees incurred by the Town, whenever the Town deems it necessary to retain an outside consultant, or additional services, to assist Town staff in the review and processing of applications for approval, such as the review and analysis of property appraisals, traffic impact analysis, vegetation and

- environmental assessments, archeological or historic assessments, market studies, engineering studies or reports, telecommunications facility siting, and any other documents, studies, data, reports and other materials.
- Attorney's fees incurred by the Town Attorney or other legal counsel retained by the Town in connection
  with the review and processing of an application listed herein, and the preparation and/or review of legal
  documents.
- 3) Costs incurred by the Town in connection with advertising, publication, and mailing of legal notices for public hearings, workshops, or other public meetings; recording fees for the cost of recording instruments in the public records of Palm Beach County.
- 4) In the event that at the time an application is received by the Town, additional costs are reasonably anticipated by the Town to be incurred by the Town, the Town may require the applicant as a condition precedent to processing the application, to deposit an amount estimated by the Town's Community Development Director, to be a sufficient cost deposit. Any monies provided to the Town as a cost deposit, shall be placed into an escrow account created by the Town. After the application is closed out, the Town shall refund any unused cost deposit funds to the applicant.
- 5) The minimum cost deposit shall be \$1,500 or a greater amount if deemed necessary by the Town's Community Development Director to cover all anticipated expenses, whichever is greater.

Code Section	FINE FEES  Violation Description  An administrative cost of \$10 will be added to all parking-related fines listed on this schedule to recover enforcement tracking software costs charged by the Clerk of the Court.	Fine
10-31 and 10- 32	Nuisance	\$100.00
10-153 and 10-154	Noise disturbance  1 <sup>st</sup> Offense  2 <sup>nd</sup> Offense (minimum of 30 minutes following the 1 <sup>st</sup> offense and within the same 24-hour period)  3 <sup>rd</sup> Offense and every subsequent offense occurring a minimum of 30 minutes after the 3 <sup>rd</sup> offense and within the same 24-hour period after the 1 <sup>st</sup> Offense)	\$250.00 \$350.00 \$450.00
16-3	Unlawful trespass on public land	\$125.00
18-61 11-14	Domestic animals prohibited in park Dogs running at large prohibited - leash required	\$50.00
18-85	Violation of permit terms for use of park	\$50.00
18-81	No permit for special event	\$250.00
20-32	No permit for garage sale	\$50.00
24-34	Illegal roll-off (residential)	\$250.00
24-74	Illegal roll-off (commercial)	\$250.00
24-8	Illegal dumping / littering	\$250.00
24-39	Overloaded sanitation container (Residential)	\$50.00
24-78	Overloaded sanitation container (Commercial)	\$50.00
30-2	Prohibited parking	\$50.00

31-9	Blocking Parking Aisles in the Marina	\$100.00	
30 -33	Commercial loading and unloading	\$250.00	
30 -35	Parking commercial vehicle in residential area	\$125.00	
32 -57	Illegal watering 1st offense	\$50.00	
32 -57	Illegal watering 2 <sup>nd</sup> offense	\$250.00	
32-57	Illegal watering 3 <sup>nd</sup> or more offense	\$500.00	
34-6	Hatracking; tree topping	\$250.00	
70-32	Sign code violation (Town-wide)	\$125.00	
2-320	No out of Town Business Registration	\$50.00	
70- 103(1)(c)	Garage/Yard Sale Signage Violation	\$50.00	
76-95	Failure to pay Marina Overnight Parking Fee, or Marina Launching Ramp Fee	\$100.00 violation	per

**Finance** 

Dishonored Checks	\$25.00 Face Value up to \$50.00	
\$30.00 Face Value \$50.01 - \$300.00		
\$40.00 Face Value \$300.01 - \$800.00		
Or		
5% of Face Value if over \$800.00		
Service Fee structure in acc	cordance with Florida State Statues 166.251 and 832.05	

Harbor Marina

Slip Leases	Fee
Annual (12 month minimum)	\$18.00/ft.
E 30° Fixed Dock Special (see vessels equal to or less than 30ft.)	\$360.00/mo.
Charter Annual	\$22.00/ft.
Commercial (requires a minimum lease of 8 slips)	\$17.50/ft.
Seasonal	
Summer Monthly – May 1 to October 31	\$20.00/ft.
Winter Monthly – November 1 to April 30	\$25.00/ft.
Winter Special – 4 months paid in advance	\$23.00/ft.
Transient	
Summer – May 1 to October 31	\$2.00/ft.
Winter – November 1 to April 30	\$2.50/ft.
Utilities – Lease (water/garbage/electric) mandatory fee	
110/30amp (add \$40.00/extra cord)	\$90.00/mo.
50amp (add \$80/extra cord)	\$130.00/mo.
Utilities - Transient (water/garbage/electric) mandatory fee	
110/30amp (per day per cord)	\$7.00/day
50amp (per day per cord)	\$9.00/day

Boat Ramp Fees	
Daily Boat Launch	\$10.00
Overnight Parking/night	\$28.00
Annual Pass	\$195.00
Commercial Pass	\$395.00
Monthly Boat/Trailer Storage	
Boat/Trailer	\$150.00/mo.
Jet Ski single	\$100.00/mo.
Jet Ski double	\$150.00/mo.
Utilities (water/garbage) mandatory fee	\$15.00/mo.
Miscellaneous Fees	
Overnight Vehicle Parking (non-leaseholder)	\$10.00/night
Monthly billing service (manual)	\$30.00/mo.
Auto Pay (Debt/Credit/Bank Account)	\$0.00/mo.
Finance Department charge for any returned check applies.	

Library

Item	Fee
Library Cards initial library card at registration	No charge
Replacement card	\$3.00
Replacement of Barcode	\$1.00
Replacement of RFID Tag	\$1.00
Books overdue fine	\$.25 per day, per book
Repairs & Replacement	At cost per book, same edition, same publisher. Additional \$5.00 per book for cost of labeling and other materials related to cataloging and bar code process
Replacement of volumes for multiple volume sets	Minimum \$20.00 per volume
Rebind or recover	\$10.00
Digital & Audio Media	
Overdue fine	\$1.00 per day
Replacement	At cost, \$20.00 minimum
Repair to damage item	\$10.00
Refunds – No refund if item found after four (4) days	

Replacement charges paid for any lost item, less overdue fines, shall be refunded upon return of the item in good condition within four (4) days of payment.	
Processing fees are not refundable	
Copies	.15 per black & white page .50 per color page
Print from device	.15 per black & white .50 per color page
<u>Fax</u>	.50 per page within the United States
Fax International	\$2.00 per page
Scan paper to USB	.05 per page

Non-Departmental

1-Depart	mentai		
Item	Services	Non Town Owned	Town-Owned
		Vehicles/Equipment	Vehicles/Equipment
1a.	Mileage Charge outside Town limits	\$5.00 per mile	\$0.00 per mile
2.	Motorcycles (including trailer)	\$125.00 each	\$0.00 each
2a.	Mileage Charge outside Town limits	\$5.00 per mile	\$0.00 per mile
3.	CLASS "B" Trucks from	\$175.00 each	\$0.00 each
	10,000 – 25,000 GVW		
3a.	Mileage charge outside Town limits	\$6.00 per mile	\$0.00 per mile
4.	CLASS "C" Trucks over 25,000	\$250.00 each	\$0.00 each
	GVW		
4a.	Mileage charge outside Town limits	\$7.00 per mile	\$0.00 per mile
5.	48' Lowboy Service	\$275.00 each	\$0.00 each
5a.	Mileage charge outside Town limits	\$7.00 per mile	\$0.00 per mile
6.	Dollies or Flatbed (additional)	\$25.00 each	\$0.00 each
6a.	Mileage charge outside Town limits	\$5.00 per mile	\$0.00 per mile

**Public Works** 

Equivalent Stormwater Unit (ESU)	
2017-2018	\$10.00
2018-2019	\$11.00
2019-2020	\$12.00
Sanitation Fees	
Annual Assessment per unit – single-family	<del>\$215.49</del> \$234.88
Mobile home	<del>\$215.49</del> \$234.88
Multi-family <5/bldg.	<del>\$215.49</del> \$234.88
Multi-family>4/bldg.	<del>\$145.93</del> \$159.06
Special Pickups	

Large vegetation piles (greater than twenty (20) cubic yards, on load)	e truck   \$35.0 load dispo	plus cost of
Non-containerized household trash (greater than twenty (20) cu one truck load)	pic yards, \$35.0 load	00 per truck plus the cost sposal
Special Pickup Charge – in addition to special pickup and other there will be an additional fee when trash and/or garbage, veget and/or recyclable items are placed out for collection and picked days not specified in the pickup schedule identified in the "Base Service".	charges, ation up on \$25.0	
Late fee per month on the outstanding balance beginning thirty more days following rendition of the bill	(30) or \$15.0 (which great	chever is
Service removal and reinstatement – multi-family residential	1	
First offense	\$100	.00
Second offense	\$200	.00
Third and subsequent offer		
101 gallon garbage can replacement – single-family	\$75.0	
Collection – account subject to referral to collection agency or plien for any bill remaining unpaid forty-five (45) days after rendered	roperty	
Commercial Property Assessment		
Commercial class – low generator class	\$0.01	16
Medium generator class	\$0.06	50
High generator class	\$0.21	14
Non-generator class	\$0.01	16
The above schedule is applicable to annual assessment calculate basis of the Palm Beach County Solid Waste Authority (SWA) generation data/property/year.		
Agricultural class		
0 – 10 acres	\$53.7	75
11 – 99 acres	\$5.38	3/acre
100 + acres	\$537	.50
Commercial dumpster collection & disposal rate chart		
1X 2X 3X 4X 5X		
.5CY 20.21 40.43 60.64 80.86 100	50	
2CY 80.99 161.77 242.64 323.54 404	43	
3CY 121.33 242.64 363.97 485.29 606		
4CY 161.77 323.54 485.29 647.09 808		
	3.24	
8CY 323.54 647.09 970.63 1294.18 161	7.72	07.041
The above schedule reflects the Town's current collection rate	cubic conta	•

Plus the Palm Beach County Solid Waste Authority's (SWA) current	\$2.814 per cubic
year disposal rate of	yard
Total collection and disposal rate equals	\$9.276 \$9.855 per
Total concetion and disposal face equals	cubic yard
The SWA calculates non-compacted garbage and trash to weigh 134	\$42.00 per ton for
pounds per cubic yard and charges	disposal
134 lbs. per cubic yard X \$42.00 per ton / 2000 lbs. per ton equals	\$2.814 per cubic
134 108. per cubic yard A \$42.00 per ton 2000 108. per ton equals	yard disposal fee
Special pickups – customer must call for special pickup	
	\$9.276 \$9.855 per
Assigned container	cubic yard
	container capacity
(\$6.462 collection rate + \$2.814 disposal rate) above the regularly	
scheduled service amount calculated on the basis of SWA waste	
generation data/property/year.	
In addition to the \$9.276 per cubic yard rate, there will be an additional	\$25.00

**Special Events Department** 

Town Events	
Food Vendors	\$25.00
Arts & Craft Vendors	\$10.00
Non-Profits	\$0.00
Facility Rentals	
Mirror Ballroom – deposit	\$500.00
Residents	\$100.00/hr.
Non-residents	\$130.00/hr.
Lake Shore Park Indoor Pavilion – deposit	\$250.00
Residents	\$90.00/hr.
Non-residents	\$120.00/hr.
Lake Shore Park South Pavilion – deposit	\$100.00
Residents	\$50.00
Non-residents	\$75.00
Lake Shore Park Playground Pavilion – deposit	\$100.00
Residents	\$100.00
Non-resident	\$125.00
Lake Shore Park North Pavilion or West Ilex Park Pavilion – deposit	\$100.00
Residents	\$35.00
Non-residents	\$60.00
Blakely Commons Gazebo – deposit	\$200.00
Residents	\$50.00/hr.
Non-residents	\$75.00/hr.

Lake Park Harbor Marina, Kelsey & Lake Shore Parks – deposit	\$1,000.00
Residents	\$500.00
Non-Residents	\$600.00
Summer Camp	
Residents	\$200.00
Residents	per session
Non-Residents	\$250.00
Non-Residents	per session
Extended Care	\$80.00 per session
Bert Bostrom Park	
Security Deposit	\$200.00
Field Rental Fee	\$10.00 per hour
Light Fee	\$20.00 per hour
Game Day Fee	\$200.00
Staff Fee	\$15.00 per hour

# Town Clerk

Public Records Request	\$0.15 per copy \$0.20 double sided
Public Records Request	
Lien searches – includes code violations, open building permits, & Sanitation services	\$100.00 standard \$150.00 rush

	107	low v	Taut	A dd 0	Cit.	Ctoto	Zin Code   Data Code	I taite   Evictica Dates	Dronnend 2021 Dates	Units 2 Unknown1
Parcel Number	Account Name	Office Name	Address	Address2	City	State	Zip Code Rate Code	Units Existing Rates 5130 307.80	307.80	CALLED COMP.
36-43-42-20-00-000-3050	KOSTELNIK BENICE L TRUST	KOSTELNIK BENICE L TR	1605 S US HIGHWAY 1 APT 306C			FL	33477-8423 M		480.60	574 L. 77 1 M
36-43-42-20-00-000-3071	KELSEY INDUSTRIAL LLC		696 NE 125TH ST		MIAMI	FL	33161-5546 M	8010 480.60		54500 2000
36-43-42-20-00-000-3072	SPECTRUM LIMITED LLC		1145 WATERTOWER RD		LAKE PARK	FL	33403-2364 M	5460 327,60	327.60	
36-43-42-20-00-000-3100	SPEEDWAY LLC		539 S MAIN ST		FINDLAY	ОН	45840-3229 H	1440 308,16	308.16	37.102322
36-43-42-20-00-000-3110	PRICE LIVING TRUST	PRICE JAMES A TR	13378 SW 144TH PKWY		OKEECHOBEE	FL	34974-8828 M	11362 681.72	681.72	
36-43-42-20-00-000-3130	ATLANTIC GARAGE DOORS INC		1139 OLD DIXIE HWY		WEST PALM BEACH	FL	33403-2311 M	4200 252.00	252,00	4,200.00 20-42-43, N 70 FT OF S 280
36-43-42-20-00-000-3140	DOWNS JOHN F &	DOWNS MARGARET T &	700 IBIS WAY		NORTH PALM BEACH	FL	33408-4706 M	9875 592.50	592,50	9,875.00 20-42-43, N 100 FT OF S 560 FT
36-43-42-20-00-000-3150	OLD DIXIE STORAGE INC	MICHAEL ALLEN COX C/O	2352 FLAMINGO RD		PALM BEACH GARDENS	FL	33410-1305 M	30750 1,845.00	1,845.00	30,750.00 20-42-43 N 245 FT OF S 1050 FT
36-43-42-20-00-000-3151	SHEPARD VALERIE A	WIGHT REELIN GOX G/G	1183 OLD DIXIE HWY		LAKE PARK	FI	33403-2319 L	24742 649.31	649.31	- And the control of
			1173 OLD DIXIE HWY STE B		LAKE PARK	EI	33403-2363 M	4700 282,00	282,00	
36-43-42-20-00-000-3152	OLD DIXIE LLC				POMPANO BEACH	E1	33060-7924 M	16800 1,008,00	1,008.00	
36-43-42-20-00-000-3170	OAK ST PARTNERS PROPERTIES LAKE PARK LLC		465 S FLAGLER AVE			FL				
36-43-42-20-00-000-3171	KELSEY INDUSTRIAL LLC		696 NE 125TH ST		MIAMI	FL	33161-5546 L	31712 1,572.72	TALL TO SHOULD BE SHOULD B	31,712.00 20-42-43
36-43-42-20-00-000-3200	RINKER MATERIALS CORP &	SUBSIDIARIES % G DINNERMAN	1501 BELVEDERE RD		WEST PALM BEACH	FL	33406-1501 M	9032 503,90	503.90	254 123.74
36-43-42-20-00-000-3211	ELIZABETH SKELTON REVOCABLE TRUST	JASON SKELTON TR	15865 92ND WAY N		JUPITER	FL	33478-6918 M	15218 913 08	913.08	
36-43-42-20-00-000-3212	ROMERO MILDRED G		6902 TRADEWIND WAY		LAKE WORTH	FL	33462-4049 M	2750 165.00	165.00	2,750.00 20-42-43, N 70 FT OF S 1120 FT
36-43-42-20-00-000-3240	1194 CORP &	MARGIES 1194 LLC	1037 COUNTRY CLUB DR		NORTH PALM BEACH	FL	33408-3715 M	24390 1,463,40	1,463.40	24,390.00 20-42-43, S 100 FT OF N 1/2 OF
36-43-42-20-00-000-5010	J B PARASMO LLC		685 HERMITAGE CIR		PALM BEACH GARDENS	FL	33410-1612 M	6060 363,60	363.60	6,060,00 20-42-43, SELY 186 FT OF NWLY
36-43-42-20-00-000-5080	SBDB INVESTMENTS LLC		202 OLD DIXIE HWY		LAKE PARK	FI	33403-3095 M	1431 85,86	85.86	1,431,00 20-42-43, NLY 150 FT OF SLY 18
V			1045 SILVER BEACH RD		LAKE PARK	FL	33403-3016 M	3816 228,96	228,96	
36-43-42-20-00-000-5100	1045 SILVER BEACH LLC					TX		30400 1,824.00	1,824.00	
36-43-42-20-00-000-5110	ROYAL WHITE REAL ESTATE INC		8316 EAST FWY		HOUSTON		77029-1612 M			
36-43-42-20-00-000-5120	FLORIDA AERO PRECISION INC		3055 COLERAIN AVE		CINCINNATI	ОН	45225-1827 M	22750 1,365.00	1,365,00	The state of the s
36-43-42-20-00-000-7020	715 LAKE PARK LLC		2110 N ANDREWS AVE		POMPANO BEACH	FL	33069-1417 M	10213 612.78	612,78	
36-43-42-20-00-000-7022	H & R MACHINE LLC		301 52ND ST		WEST PALM BEACH	FL	33407-2723 M	1800 108.00	108.00	.0.00.00.00.00.00.00.00.00.00.00.00.00.
36-43-42-20-00-000-7023	RSP MANAGEMENT CORPORATION		845 13TH ST STE N		LAKE PARK	FL	33403-2341 M	3960 237.60	237,60	3,960.00 20-42-43, S 100 FT OF N 350 FT
36-43-42-20-00-000-7040	THROOP STEPHEN		15283 93RD ST N		WEST PALM BEACH	FL	33412-1745 NG	2923 46,77	46,77	2,923.00 20-42-43, PT OF E 1/2 OF SW
36-43-42-20-00-000-7090	WATER TOWER ROAD LLC		1568 WATERTOWER RD		LAKE PARK	FL	33403-2316 M	11610 696.60	696,60	
36-43-42-20-00-000-7090			696 NE 125TH ST		MIAMI	FI	33161-5546 M	13164 789.84	789,84	
	KELSEY INDUSTRIAL LLC				ATLANTA	GA	31139-0597 M	1700 102,00	102.00	
36-43-42-20-00-000-7140	AMERICAN TOWER ASSET SUB LLC		PO BOX 723597			GA				Microscope III
36-43-42-20-00-000-7153	LIGHTMAN HAROLD M &	LIGHTMAN ELIZABETH	712 US HIGHWAY 1 STE 200		NORTH PALM BEACH	FL	33408-4521 M	5888 353.28	353.28	- 1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1
36-43-42-20-00-000-7160	KELSEY INDUSTRIAL LLC		696 NE 125TH ST		MIAMI	FL	33161-5546 L	39900 1,936.93	1,936.93	
36-43-42-20-00-000-7170	BROCHE DIOSDADO J &	BROCHE TRINIDAD	9275 SW 43RD TER		MIAMI	FL	33165-5214 M	2573 154.38	154.38	2,573.00 20-42-43, W 200 FT OF E 1/4 OF
36-43-42-20-01-001-0140	FRANCOIS ALFRED &	FRANÇOIS MARIE D	424 E ILEX DR		LAKE PARK	FL	33403-2606 M	1500 90	90.00	1,500.00 KELSEY CITY
36-43-42-20-01-001-0160	ACADEMY PLAZA LLC		1650 S DIXIE HWY STE 203		BOCA RATON	FL	33432-7461 M	6984 419.04	419.04	6,984,00 KELSEY CITY
36-43-42-20-01-002-0010	KING FITNESS OF PALM BEACH INC		914 PARK AVE		LAKE PARK	FI	33403-2404 M	9060 543.6	543.60	9,060.00 KELSEY CITY
			710 SE HIDDEN RIVER DR		PORT ST LUCIE	Ei	34983-2741 NG	3359 53.74	53.74	
36-43-42-20-01-002-0080	M&S SANTOS LLC				LAKE PARK	FI	33403-3182 H	3516 549.76	549.76	The state of the s
36-43-42-20-01-002-0110	DRY TODD W		340 10TH ST # A			FL				C AND AND THE MICE AND
36-43-42-20-01-002-0140	MIRRA SALVATORE		9511 CHURCH AVE		BROOKLYN	NY	11212-2433 M	6000 360	360.00	
36-43-42-20-01-002-0190	SOROTA JOSEPH TR		339 SANDAL LN		WEST PALM BEACH	FL	33404-5728 H	8456 761,46	761.46	
36-43-42-20-01-003-0240	SOUTHBOUND REALTY INC		272 BROADWAY PO BOX 728		AMITYVILLE	NY	11701-0728 M	4500 270	270.00	
36-43-42-20-01-003-0290	ROGERS & BARRETT PROPERTIES LLC		148 GREENTREE CIR		JUPITER	FL	33458-5563 M	2250 135	135.00	2,250.00 KELSEY CITY
	JPL PROPERTIES INC		8390 CURRENCY DR STE 6		RIVIERA BEACH	FL	33404-1746 H	6750 751.5	751.50	6,750.00 KELSEY CITY
36-43-42-20-01-003-0370	915 PARK AVENUE INC		PO BOX 7096		JUPITER	FL	33468-7096 H	6750 772.29	772.29	6,750.00 KELSEY CITY
			1614 NE 105TH ST		MIAMI	FI	33138-2118 H	4234 659.68	659.68	
36-43-42-20-01-003-0430	HOPE INVESTMENT ENTERPRISES INC				LAKE PARK	EI	33403-2603 M	2100 126	126,00	- AMERICANIA
36-43-42-20-01-006-0010	LAKE PARK CRA		535 PARK AVE			FL	A Part of the Control			(14 mm m m m m m m m m m m m m m m m m m
36-43-42-20-01-006-0030	GLICKSMAN ROBERT &	EASEL ART C/O	470 NE 167TH ST		MIAMI	FL -	33162-3908 M	8931 535,86	535,86	
36-43-42-20-01-006-0110	THACH HUNG	THACH JULIE	6624 143RD ST N		PALM BEACH GARDENS	FL	33418-7251 H	10477 2,242,08	2242,08	
36-43-42-20-01-006-0180	BATHO TRUST P AVE LLC	JOHN ALEXANDER BATHO MNGR C/O	732 LAKE OSBORNE TER		LAKE WORTH	FL	33461-5622 M	3375 202,5	202.50	
36-43-42-20-01-006-0210	BATHO TRUST P AVE LLC	JOHN ALEXANDER BATHO MNGR C/O	732 LAKE OSBORNE TER		LAKE WORTH	FL	33461-5622 H	3825 416.61	416.61	3,825.00 KELSEY CITY
36-43-42-20-01-010-0010	700 PARK AVENUE HOLDINGS LLC		3566 COSMOS ST		PALM BEACH GARDENS	FL	33410-5641 M	23760 1,425,60	1425.60	23,760,00 KELSEY CITY
36-43-42-20-01-010-0180	700 PARK AVENUE HOLDINGS LLC		3566 COSMOS ST		PALM BEACH GARDENS	FL	33410-5641 H	6360 708.08	708.08	6,360.00 KELSEY CITY
	RAGGETT ENTERPRISES INC		707 PARK AVE		WEST PALM BEACH	FL	33403-2503 M	1810 108.6	108.60	1,810.00 KELSEY CITY
			705 PARK AVE STE B		LAKE PARK	FI	33403-2537 M	2016 120.96		2,016.00 KELSEY CITY
	ACETTES LLC		5810 DIXIE BELL RD		PALM BEACH GARDENS	FI	33418-7746 M	2070 124.2		2,070.00 KELSEY CITY
	STARK HENRY					EL.			437.16	
36-43-42-20-01-033-0300	RANDOLPH WEST PALM REAL ESTATE LLC		PO BOX 540326		ORLANDO	FL	32854-0326 M	7286 437.16		
	F & H LAGOON PROPERTIES LLC		4731 SQUARE LAKE DR		PALM BEACH GARDENS	FL	33418-6149 H	2249 481.29		2,249,00 KELSEY CITY
36-43-42-20-01-034-0260	PROTTING DOROTHY M TRUST	PROTTING DOROTHY M TRUSTEE	5380 N OCEAN DR APT 16 I		RIVIERA BEACH	FL	33404-2539 M	822 49.32	49.32	
36-43-42-20-01-034-0330	GREER PROPERTIES LLC		624 US HIGHWAY 1		LAKE PARK	FL	33403-2916 M	2336 140.16		2,336.00 KELSEY CITY
	KRAPE JERRY W TRUST &	KRAPE OLIVIA M TRUST	106 DORY RD S		NORTH PALM BEACH	FL	33408-4406 M	2501 150.06	150.06	2,501,00 KELSEY CITY
36-43-42-20-01-035-0290	SEAGLADES INVESTMENT CO		15789 CYPRESS CHASE LN		WELLINGTON	FL	33414-6355 H	3456 739.58	739.58	3,456,00 KELSEY CITY
36-43-42-20-01-036-0210	CROMWELL PROPERTIES	LIMITED PARTNERSHIP	PO BOX 60		JUPITER	FL	33468-0060 H	11200 844 48		11,200 00 KELSEY CITY
		LIMITED FAITHVEINORIE	PO BOX 30614		PALM BEACH GARDENS	FI	33420-0614 M	6844 410.64	410.64	
36-43-42-20-01-037-0310	GREEN TOUCH INDUSTRIES INC					E1	33408-2847 M			2,558,00 KELSEY CITY
36-43-42-20-01-037-0340	MCCRACKEN THOMAS F		11920 US HIGHWAY 1		NORTH PALM BEACH	FL		2558 153.48		
36-43-42-20-01-038-0310	REAL ESTATE HOLDINGS OF PALM BEACH LLC		228 US HIGHWAY 1		LAKE PARK	FL	33403-3552 M	10608 636.48		10,608.00 KELSEY CITY
36-43-42-20-01-039-0370	KING ROGER &	KING CAROL	4240 GARDENIA DR		PALM BEACH GARDENS	FL	33410-5435 M	2958 177.48		2,958.00 KELSEY CITY
36-43-42-20-01-039-0400	M DAVARI INVESTMENT & LEASING LLC		11411 MILLPOND GREENS DR		BOYNTON BEACH	FL	33473-7803 M	2952 177.12		2,952.00 KELSEY CITY
36-43-42-20-01-040-0290	BRIGHT CHILD ACADEMY III INC		406 US HIGHWAY 1 STE 1		LAKE PARK	FL	33403-3568 M	6724 403.44	403.44	6,724.00 KELSEY CITY
	450 FEDERAL HIGHWAY LLC	JOSEPH F DEDONA III C/O	5080 N OCEAN DR APT 21A		RIVIERA BEACH	FL	33404-2646 M	6020 361.2	361.20	6,020.00 KELSEY CITY
	THNK OFFICE 1 LLC	SSSE. III BEBOIN III SIS	5743 CORSA AVE STE 124		THOUSAND OAKS	CA	91362-4027 M	4236 254.16		4,236.00 KELSEY CITY
			1055 LEADENHALL ST		ALPHARETTA	GA	30022-8491 M	2187 131.22		2,187.00 KELSEY CITY
36-43-42-20-01-042-0210	TRIM ENDLESS INC					NY		8620 517.2		8,620.00 KELSEY CITY
	NEW ROCHELLE PLAZA		309 NORTH AVE	OUDIOTIANIOTED : CORRECT !	NEW ROCHELLE	INT	10801-4112 M			
36-43-42-20-01-043-0210	MOSLER WARREN B TRUST	5000 ESTATE SOUTHGATE		CHRISTIANSTED VI 00820-4532		-	IM	1764 105.84		1,764.00 KELSEY CITY
36-43-42-20-01-043-0260	SIL FIR CORP &	SILC R W &	PO BOX 541750		LAKE WORTH	FL	33454-1750 H	4320 924 48		4,320.00 KELSEY CITY
36-43-42-20-01-044-0200	LAKE PARK SE ASSOCIATES LLC		80 NASHUA RD STE 24		LONDONDERRY	NH	03053-3447 H	2998 641.57		2,998.00 KELSEY CITY
	DESIMONE HOLDING		226 10TH ST		LAKE PARK	FL	33403-3150 M	2800 168	168.00	2,800.00 KELSEY CITY
36-43-42-20-01-045-0041	HARD CHROME ENTERPRISES INC		220 10TH ST		LAKE PARK	FL	33403-3150 M	4510 270.6	270.60	4,510.00 KELSEY CITY
	RMF INVESTMENTS LLC		220 10TH ST		LAKE PARK	FL	33403-3150 M	11100 666		11,100,00 KELSEY CITY
			832 ARLINGTON DR		WEST PALM BEACH	FL	33415-3518 M	1872 112.32		1,872.00 KELSEY CITY
36-43-42-20-01-045-0130	TEJADA KENIA CAROLINA				LAKE PARK	FL	33403-3156 M	1800 108		1,800.00 KELSEY CITY
36-43-42-20-01-045-0160	GILLIS PROPERTY HOLDINGS LLC		126 10TH ST		EUNE I FUNI	li r	100 0100 M	1000 100	100.00	Head of HELDET OHT

36-43-42-20-01-045-0200	110 TENTH STREET LLC		1151 CORAL WAY	RIVIERA BEACH F	L 33404-2710	M 5500 330	330.00	5,500,00 KELSEY CITY
36-43-42-20-01-046-0010	ROSS D A POST #9610 VETERANS OF		354 10TH ST	LAKE PARK F	L 33403-3152	H 3670 269,79	269.79	3,670.00 KELSEY CITY
36-43-42-20-01-046-0071	RKM PROPERTY INVESTMENTS LLC		348 10TH ST	LAKE PARK F	L 33403-3181	M 2014 120.84	120.84	2,014.00 KELSEY CITY
				LAKE PARK F	L 33403-3182		88.92	1,482,00 KELSEY CITY
36-43-42-20-01-046-0100	RESIDENTIAL REHAB INC		340 10TH ST					
36-43-42-20-01-046-0120	JAS MARINE SERVICE INC		1009 NEWMAN RD	WEST PALM BCH F	L 33403-3013			2,952,00 KELSEY CITY
36-43-42-20-01-046-0220	A & C BOWE LLC		3941 DOGWOOD AVE	PALM BEACH GARDENS F	FL 33410-4756	M 2100 126	126,00	2,100.00 KELSEY CITY
36-43-42-20-01-046-0240	SCHALLAU VIRGIL		3715 PARKER AVE	WEST PALM BEACH F	L 33405-2114	L 5600 193	193.00	5,600.00 KELSEY CITY
			525 10TH ST STE 503	LAKE PARK F	L 33403-3187	M 6272 376.32	376.32	6,272.00 KELSEY CITY
36-43-42-20-01-047-0090	730 WHITMORE LLC							3,579.00 KELSEY CITY
36-43-42-20-01-047-0290	FIRST LEARNING ACADEMY INC		306 9TH ST					
36-43-42-20-01-048-0010	RENRE LLC	C/O ARK ACCOUNTING SERVICES LLC	400 RELLA BLVD STE 200	SUFFERN N			81.12	1,352,00 KELSEY CITY
36-43-42-20-01-052-0130	RENRE LLC		400 RELLA BLVD # 200	MONTEBELLO N	NY 10901-4239	M 21675 1,300.50	1300,50	21,675.00 KELSEY CITY
36-43-42-20-01-073-0120	ST JOHNS EVANGELICAL LUTHERAN CHURCH		241 CYPRESS DR	WEST PALM BEACH F	L 33403-3431	L 13116 429.24	429.24	13,116.00 KELSEY CITY
				BRANDON F			358.24	1,674.00 KELSEY CITY
36-43-42-20-01-075-0170	LAKE WORTH PROPERTY ENTERPRISES LLC		PO BOX 1110					10,192,00 KELSEY CITY
36-43-42-20-01-076-0190	1015 LP LLC		PO BOX 5159	SPRINGHILL F	FL 34611-5159			
36-43-42-20-01-078-0190	CAMILIA SQUARE LLC		938 NORTHERN DR UNIT L	LAKE PARK F	EL 33403-2047	M 11976 718,56	718.56	11,976,00 KELSEY CITY
36-43-42-20-01-078-0251	CHOWDHURY MOHAMMED O &	CHOWDHURY FATEMA	11694 SUNRISE VIEW LN	WELLINGTON F	33449-8382	M 1296 77.76	77.76	1,296.00 KELSEY CITY
		ON ON BRIGHT PRIZE IN	4768 NOLINA LN	BOYNTON BEACH F	L 33436-7359	M 4524 271.44	271.44	4,524.00 KELSEY CITY
36-43-42-20-01-079-0190	PRIME PLAZA INC			LAKE PARK F	L 33403-2258		509.73	
36-43-42-20-01-104-0010	EGLISE BAPTISTE HAITIENNE BETHLEEM INC		425 CRESCENT DR				-	
36-43-42-20-01-114-0010	FOREST DEVELOPMENT LLC		1571 NE 45TH ST	FORT LAUDERDALE F	L 33334-5537		321,60	5,360.00 KELSEY CITY
36-43-42-20-01-114-0090	FOREST DEVELOPMENT LLC		1571 NE 45TH ST	FORT LAUDERDALE F	33334-5537	M 1760 105.6	105.60	1,760.00 KELSEY CITY
36-43-42-20-01-114-0130	FOREST DEVELOPMENT LLC		1571 NE 45TH ST	FORT LAUDERDALE F	L 33334-5537	M 2034 122,04	122.04	2,034.00 KELSEY CITY
				LAKE PARK F			601.50	10,025.00 KELSEY CITY
36-43-42-20-01-115-0010	CMBB INC		333 FEDERAL HWY				-	
36-43-42-20-01-115-0070	BLUE HERON REALTY LLC		4007 MERRICK RD	SEAFORD N	0.70.000.000		434.42	2,030.00 KELSEY CITY
36-43-42-20-01-116-0010	MANAGED BUSINESS ASSOC INC	NICKLER RICHARD C/O	920 VIA VILLAGIO	LAKE WORTH F	L 33462-7050		444.72	7,412.00 KELSEY CITY
36-43-42-20-01-117-0010	KMG HOLDING LLC		1305 E ATLANTIC BLVD	POMPANO BEACH F	L 33060-6744	M 9160 549.6	549,60	9,160,00 KELSEY CITY
			501 FEDERAL HWY # 1	LAKE PARK F	L 33403-3557		472.32	7,872.00 KELSEY CITY
36-43-42-20-01-117-0090	HAINES MARTIN L III				L 33403-8900		and the second second	12.638.00 KELSEY CITY
36-43-42-20-01-119-0020	LAKE PARK SHOPPES LLC		PO BOX 530078	LAKE PARK F				
36-43-42-20-01-120-0010	CROMWELL PROPERTIES	LIMITED PARTNERSHIP	PO BOX 60	JUPITER F	L 33468-0060	H 13785 1,196.70	1196.70	13,785.00 KELSEY CITY
36-43-42-20-01-123-0010	T S DEV CORP		PO BOX 33406	PALM BEACH GARDENS F	L 33420-3406	M 15757 945.42	945.42	15,757,00 KELSEY CITY
	1220 LAKE PARK PARTNERS LLC		5201 VILLAGE BLVD	WEST PALM BEACH F	L 33407-7908		1191.96	19,866.00 KELSEY CITY
36-43-42-20-01-123-0030							347.46	5,791.00 KELSEY CITY
36-43-42-20-01-123-0040	FLORIDA POWER & LIGHT CO	PROPERTY TAX PSX/JB C/O	700 UNIVERSE BLVD	JUNO BEACH F				
36-43-42-20-03-125-0010	MEDICAL HOMECARE HOLDINGS LLC		4664 LAKE WORTH RD	LAKE WORTH F	EL 33463-3452		119.28	1,988.00 LAKE PARK ADD NO 1
36-43-42-20-03-125-0020	MH BERKSON ASSOCIATES LTD		111 PALM AVE	MIAMI	FL 33139-5139	M 1625 97.5	97.50	1,625.00 LAKE PARK ADD NO 1
36-43-42-20-03-125-0031	BATHO TRUST N L LLC	JOHN A BATHO C/O	732 LAKE OSBORNE TER	LAKE WORTH F	-L 33461-5622	M 4250 255	255.00	4,250.00 LAKE PARK ADD NO 1
		JOHN A BATTIO GIO		WEST PALM BEACH F	L 33405-4009		62.40	1,040.00 LAKE PARK ADD 1, LT 4 BLK 125
36-43-42-20-03-125-0040	GALLO NED V		311 PALMETTO ST				The state of the s	
36-43-42-20-03-125-0052	600 NORTHLAKE BLVD LLC		600 NORTHLAKE BLVD	NORTH PALM BEACH F	EL 33408-5309		132.72	2,212.00 LAKE PARK ADD 1
36-43-42-20-03-125-0300	2955 GJD HOLDINGS LLC		2955 E 11TH AVE	HIALEAH F	FL 33013-3509	H 480 102.72	102.72	480.00 LAKE PARK ADD 1
36-43-42-20-03-125-0310	THOMAS HEINE LLC		610 CLEMATIS ST STE CU5	WEST PALM BEACH F	FL 33401-5391	H 4000 856	856.00	4,000.00 LAKE PARK ADD 1
			351 HOMEWOOD BLVD	DELRAY BEACH F	FL 33445-4471		285.18	4,753,00 LAKE PARK ADD 1
36-43-42-20-03-125-0320	ACJ OF PALM BEACH LLC						168.00	2,800,00 LAKE PARK ADD 1
36-43-42-20-03-125-0330	T & P FINANCIAL CORP		6424 WOODLAKE RD	JUPITER F	33458-2447		The second secon	
36-43-42-20-03-125-0340	T & P FINANCIAL CORP		6424 WOODLAKE RD	JUPITER F	33458-2447	M 3000 180	180.00	3,000.00 LAKE PARK ADD 1
36-43-42-20-03-126-0010	MED NATIONAL INC		838 NORTHLAKE BLVD	NORTH PALM BEACH F	33408-5210	M 6800 408	408,00	6,800.00 LAKE PARK ADD NO 1
			PO BOX 6025	CLEARWATER F	33758-6025	M 5100 306	306.00	5,100,00 LAKE PARK ADD NO 1
36-43-42-20-03-126-0041	CEPCOT CORPORATION				FL 33418-7195		192.00	3,200.00 LAKE PARK ADD 1
36-43-42-20-03-126-0060	MARKISEN PROPERTIES LLC		18 COMMODORE PL	PALM BEACH GARDENS F				
36-43-42-20-03-126-0070	IFSA CORPORATION		34 PRINCEWOOD LN	PALM BEACH GARDENS F	FL <b>334</b> 10-1493	H 3465 741.51	741.51	3,465,00 LAKE PARK ADD 1
36-43-42-20-03-129-0090	LABORATORY SUITES LLC		1509 PROSPERITY FARMS RD	LAKE PARK F	33403-2025	M 4403 264 18	264.18	4,403,00 LAKE PARK ADD NO 1
36-43-42-20-03-129-0120	YAJALAJUA CORP		1525A PROSPERITY FARMS RD	LAKE PARK F	33403-2029	M 1200 72	72.00	1,200.00 LAKE PARK ADD NO 1
				LAKE PARK F	TL 33403-2025		153.60	2,560.00 LAKE PARK ADD NO 1
36-43-42-20-03-129-0140	DJ&G REALTY HOLDING COMPANY LLC		1535 PROSPERITY FARMS RD					
36-43-42-20-03-129-0160	DAC FOOD INCORPORATED		1547 PROSPERITY FARMS RD	LAKE PARK F			125.76	2,096.00 LAKE PARK ADD NO 1
36-43-42-20-03-130-0010	WPB FEDERAL SAVINGS & LOAN ASSN	NATIONAL TAX SERACH C/O	130 S JEFFERSON ST STE 300	CHICAGO	60661-5763	M 3325 199.5	199,50	3,325.00 LAKE PARK ADD NO 1
36-43-42-20-03-130-0030	ALERT REALTY LC		PO BOX 880727	BOCA RATON F	FL 33488-0727	H 9122 988.38	988.38	9,122.00 LAKE PARK ADD 1
				BOCA RATON F	L 33488-0727		1616.04	14,460.00 LAKE PARK ADD 1
36-43-42-20-03-130-0050			PO BOX 880727		- I Salar Sa			
36-43-42-20-03-130-0150	RSF PROPERTIES INC		5551 CENTER ST	JUPITER F	FL 33458-3941			3,291,00 LAKE PARK ADD NO 1
36-43-42-20-04-131-0011	LAKE PARK PARTNERS LLC		2121 S PALM CIR	NORTH PALM BEACH F	FL 33408-2716	H 46069 5,257,86	5257.86	46,069.00 LAKE PARK ADD NO 2
	SUNSHINE REAL ESTATE HOLDINGS LLLP		1650 NW 87TH AVE	MIAMI F	FL 33172-2614	H 1368 170.78	170.78	1,368.00 LAKE PARK ADD NO 2
			3931 RCA BLVD STE 3122	PALM BEACH GARDENS F	L 33410-4215		1283.70	21,395.00 LAKE PARK ADD NO 2
36-43-42-20-04-131-0091				HIALEAH F	FL 33013-3509		10 F a 10 Z MI / 44	1,798,00 LAKE PARK ADD NO 2
	2955 GJD HOLDINGS LLC		2955 E 11TH AVE				The second secon	- Commercial and Comm
36-43-42-20-04-132-0010	B & J EQUITIES LLC		1000 NORTHLAKE BLVD	LAKE PARK F	FL 33403-2003		95.70	1,595.00 LAKE PARK ADD NO 2
		SHATARA ABDUL ENTRPRS	200 S MAIN ST	BELLE GLADE F	FL 33430-3426	M 6160 369.6	369.60	6,160,00 LAKE PARK ADD NO 2
	LAY FINALIA P		6550 HYPOLUXO RD	LAKE WORTH F	FL 33467-7678	H 3738 799.93	799.93	3,738.00 LAKE PARK ADD NO 2
				LAKE PARK F	Tarrison de la constitución de l		150.00	2,500.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0061	WEIDENFELD MARSHALL		1438 10TH ST		27.5%		The state of the s	
36-43-42-20-04-132-0062	A PERFECT LOCATION 1 LLC		640 INLET RD	NORTH PALM BEACH F			210,00	
36-43-42-20-04-132-0070	HEALTHY PETS REAL ESTATE HOLDINGS LLC		1428 10TH ST	LAKE PARK F	FL 33403-2037	M 3896 233.76	233.76	3,896.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0080	BRADY DAVID E &	BRADY SUZANNE J	202 OLD DIXIE HWY	LAKE PARK F	FL 33403-3002	M 5800 348	348.00	5,800.00 LAKE PARK ADD NO 2
	DIVID I DIVID E G	BRADY SUZANNE J	202 OLD DIXIE HWY	LAKE PARK F	The contract of the contract o		348.00	5,800.00 LAKE PARK ADD NO 2
100 40 40 00 04 400 0000	BRADY DAVID E		IZUZ ULD DIAIL I IVV I				420.00	7.000.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0090		BRAUT SUZANNE J	DO DOV 001011				4/(1/()	CHARLEM LANC CARN ADD NO 2
36-43-42-20-04-132-0090 36-43-42-20-04-132-0100		BRADT SUZAININE J	PO BOX 221641	WEST PALM BEACH F	FL 33422-1641		_	
	V7 HOLDINGS LLC	BRAUT SUZANNE J	PO BOX 221641 PO BOX 221641	WEST PALM BEACH F	FL 33422-1641	H 5170 421.08	421.08	5,170.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110	V7 HOLDINGS LLC V7 HOLDINGS LLC					H 5170 421 08	_	
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS &	CATANZARO DIANE L	PO BOX 221641 9432 SE LITTLE CLUB WAY S	WEST PALM BEACH F TEQUESTA F	FL 33422-1641 FL 33469-1380	H 5170 421.08 M 5050 303	421.08	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT		PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F	FL 33422-1641 FL 33469-1380 FL 33418-1977	H 5170 421.08 M 5050 303 M 3840 230.4	421.08 303.00 230.40	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS &	CATANZARO DIANE L	PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT 716 NIGHTHAWK WAY	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F NORTH PALM BEACH F	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04	421.08 303.00 230.40 407.04	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD 2
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT		PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F	FL 33422-1641 FL 33469-1380 FL 33418-1977	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4	421.08 303.00 230.40 407.04 356.40	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD 2 5,940.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160 36-43-42-20-04-132-0170 36-43-42-20-04-132-0181	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT THOMAS FAMILY TRUST THOMAS NORMAN H &	CATANZARO DIANE L	PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT 716 NIGHTHAWK WAY 610 CLEMATIS ST STE CU5	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F NORTH PALM BEACH F WEST PALM BEACH F	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4	421.08 303.00 230.40 407.04	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD 2 5,940.00 LAKE PARK ADD 2
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36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160 36-43-42-20-04-132-0170 36-43-42-20-04-132-0181 36-43-42-20-04-132-0182 36-43-42-20-04-132-0182	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT THOMAS FAMILY TRUST THOMAS NORMAN H & TOMORROWLAND MANAGEMENT LLC FRONTIERLAND MANAGEMENT LLC	CATANZARO DIANE L	PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT 716 NIGHTHAWK WAY 610 CLEMATIS ST STE CU5 700 S COLUMBUS AVE 724 SANDY POINT LN 745 KITTYHAWK WAY	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F NORTH PALM BEACH F WEST PALM BEACH F MOUNT VERNON N PALM BEACH GARDENS F NORTH PALM BEACH F	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202 FL 33401-5391 NY 10550-4716 FL 33410-3427 FL 33408-4709	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4 M 9200 552 M 4436 266.16 M 4500 270	421.08 303.00 230.40 407.04 356.40 552.00 266.16 270.00	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD 2 5,940.00 LAKE PARK ADD NO 2 9,200.00 LAKE PARK ADD NO 2 4,436.00 LAKE PARK ADD NO 2 4,500.00 LAKE PARK ADD NO 2
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160 36-43-42-20-04-132-0170 36-43-42-20-04-132-0181 36-43-42-20-04-132-0182 36-43-42-20-04-132-0182	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT THOMAS FAMILY TRUST THOMAS NORMAN H & TOMORROWLAND MANAGEMENT LLC FRONTIERLAND MANAGEMENT LLC	CATANZARO DIANE L THOMAS SUSAN S	PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT 716 NIGHTHAWK WAY 610 CLEMATIS ST STE CU5 700 S COLUMBUS AVE 724 SANDY POINT LN	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F NORTH PALM BEACH F WEST PALM BEACH F MOUNT VERNON N PALM BEACH GARDENS F	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202 FL 33401-5391 NY 10550-4716 FL 33410-3427 FL 33408-4709 FL 33410-3427	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4 M 9200 552 M 4436 266.16 M 4500 270 H 26182 2,385.58	421.08 303.00 230.40 407.04 356.40 552.00 266.16 270.00 2385.58	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD NO 2 5,940.00 LAKE PARK ADD NO 2 9,200.00 LAKE PARK ADD NO 2 4,436.00 LAKE PARK ADD NO 2 4,500.00 LAKE PARK ADD NO 2 26,182.00 CITY SQUARE
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160 36-43-42-20-04-132-0170 36-43-42-20-04-132-0181 36-43-42-20-04-132-0182 36-43-42-20-04-132-0210 36-43-42-20-04-132-0220 36-43-42-20-04-132-0220	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT THOMAS FAMILY TRUST THOMAS NORMAN H & TOMORROWLAND MANAGEMENT LLC FRONTIERLAND MANAGEMENT LLC MILLER ROBERT L & DOROTHY L TRUST & LIBERTY SQUARE LLC	CATANZARO DIANE L THOMAS SUSAN S	PO BOX 221641 9432 SE LITTLE CLUB WAY S 7379 154TH CT 716 NIGHTHAWK WAY 610 CLEMATIS ST STE CU5 700 S COLUMBUS AVE 724 SANDY POINT LN 745 KITTYHAWK WAY	WEST PALM BEACH F TEQUESTA F PALM BEACH GARDENS F NORTH PALM BEACH F WEST PALM BEACH F MOUNT VERNON N PALM BEACH GARDENS F NORTH PALM BEACH F	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202 FL 33401-5391 NY 10550-4716 FL 33410-3427 FL 33408-4709	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4 M 9200 552 M 4436 266.16 M 4500 270 H 26182 2,385.58	421.08 303.00 230.40 407.04 356.40 552.00 266.16 270.00 2385.58	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD NO 2 5,940.00 LAKE PARK ADD NO 2 9,200.00 LAKE PARK ADD 0 4,436.00 LAKE PARK ADD NO 2 4,500.00 LAKE PARK ADD NO 2
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36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160 36-43-42-20-04-132-0170 36-43-42-20-04-132-0181 36-43-42-20-04-132-0182 36-43-42-20-04-132-0210 36-43-42-20-04-132-0220 36-43-42-20-04-132-0220 36-43-42-20-06-001-0010 36-43-42-20-06-001-0020 36-43-42-20-06-001-0030	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT THOMAS FAMILY TRUST THOMAS NORMAN H & TOMORROWLAND MANAGEMENT LLC FRONTIERLAND MANAGEMENT LLC MILLER ROBERT L & DOROTHY L TRUST & LIBERTY SQUARE LLC 900 10TH STREET LLC CARIBBEAN MEAT MARKET CORP	CATANZARO DIANE L  THOMAS SUSAN S  MILLER RÖBERT L TR	PO BOX 221641  9432 SE LITTLE CLUB WAY S  7379 154TH CT  716 NIGHTHAWK WAY  610 CLEMATIS ST STE CU5  700 S COLUMBUS AVE  724 SANDY POINT LN  745 KITTYHAWK WAY  724 SANDY POINT LN  900 10TH ST  349 GAZETTA WAY	WEST PALM BEACH TEQUESTA PALM BEACH GARDENS NORTH PALM BEACH WEST PALM BEACH MOUNT VERNON PALM BEACH GARDENS NORTH PALM BEACH PALM BEACH FALM B	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202 FL 33401-5391 NY 10550-4716 FL 33410-3427 FL 33408-4709 FL 33403-2424 FL 33403-2424 FL 33413-1053	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4 M 9200 552 M 4436 266.16 M 4500 270 H 26182 2,385.58 M 3961 237.66 H 8000 1,096.00	421.08 303.00 230.40 407.04 356.40 552.00 266.16 270.00 2385.58 237.66 1096.00	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD 2 5,940.00 LAKE PARK ADD NO 2 9,200.00 LAKE PARK ADD NO 2 4,436.00 LAKE PARK ADD NO 2 4,500.00 LAKE PARK ADD NO 2 26,182.00 CITY SQUARE 3,961.00 CITY SQUARE 8,000.00 CITY SQUARE
36-43-42-20-04-132-0100 36-43-42-20-04-132-0110 36-43-42-20-04-132-0120 36-43-42-20-04-132-0160 36-43-42-20-04-132-0170 36-43-42-20-04-132-0181 36-43-42-20-04-132-0182 36-43-42-20-04-132-0210 36-43-42-20-04-132-0220 36-43-42-20-04-132-0220 36-43-42-20-06-001-0010 36-43-42-20-06-001-0020 36-43-42-20-06-001-0030	V7 HOLDINGS LLC V7 HOLDINGS LLC CATANZARO DENNIS & PRADETTO ALBERT THOMAS FAMILY TRUST THOMAS NORMAN H & TOMORROWLAND MANAGEMENT LLC FRONTIERLAND MANAGEMENT LLC MILLER ROBERT L & DOROTHY L TRUST & LIBERTY SQUARE LLC 900 10TH STREET LLC CARIBBEAN MEAT MARKET CORP	CATANZARO DIANE L THOMAS SUSAN S	PO BOX 221641  9432 SE LITTLE CLUB WAY S  7379 154TH CT  716 NIGHTHAWK WAY  610 CLEMATIS ST STE CU5  700 S COLUMBUS AVE  724 SANDY POINT LN  745 KITTYHAWK WAY  724 SANDY POINT LN  900 10TH ST	WEST PALM BEACH TEQUESTA PALM BEACH GARDENS NORTH PALM BEACH WEST PALM BEACH MOUNT VERNON PALM BEACH GARDENS NORTH PALM BEACH PALM BEACH PALM BEACH F PALM BEACH GARDENS LAKE PARK F	FL 33422-1641 FL 33469-1380 FL 33418-1977 FL 33408-4202 FL 33401-5391 NY 10550-4716 FL 33410-3427 FL 33408-4709 FL 33410-3427 FL 33403-2424	H 5170 421.08 M 5050 303 M 3840 230.4 M 6784 407.04 M 5940 356.4 M 9200 552 M 4436 266.16 M 4500 270 H 26182 2,385.58 M 3961 237.66 H 8000 1,096.00 M 10200 612	421.08 303.00 230.40 407.04 356.40 552.00 266.16 270.00 2385.58 237.66 1096.00 612.00	5,170.00 LAKE PARK ADD NO 2 5,050.00 LAKE PARK ADD NO 2 3,840.00 LAKE PARK ADD NO 2 6,784.00 LAKE PARK ADD 2 5,940.00 LAKE PARK ADD NO 2 9,200.00 LAKE PARK ADD 2 4,436.00 LAKE PARK ADD NO 2 4,550.00 LAKE PARK ADD NO 2 26,182.00 CITY SQUARE 3,961.00 CITY SQUARE

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36-43-42-20-07-001-0020	JAS MARINE SERVICE INC		1009 NEWMAN RD	LAKE PARK FL	33403-3013 M	12796 767,76	767.76 12,796.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-001-0030	MILLER CARL &	MILLER REBECCA A	207 E TALL OAKS CIR	PALM BEACH GARDENS FL	33410-4451 M	6480 388.8	388.80 6,480.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-002-0020	FLORIDA AERO PRECISION		120 REED RD	LAKE PARK FL	33403-3015 M	12828 769.68	769.68 12,828.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-002-0032	BONDONESE LAWRENCE J &	BONDONESE EUGENE W	PO BOX 2473	WEST PALM BEACH FL	33402-2473 M	2160 129.6	129.60 2,160.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-002-0041	BONDONESE LAWRENCE J &	BONDONESE EUGENE W	109 REED RD	LAKE PARK FL	33403-3014 M	3432 205.92	205.92 3,432.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-002-0050	LB SILVER LLC		733 KITTYHAWK WAY	NORTH PALM BEACH FL	33408-4709 M	8760 525.6	525,60 8,760,00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0010	STOPFORTH KEITH &	HILL DAVID J	11345 E TEACH RD	PALM BEACH GARDENS FL	33410-3437 M	4500 270	270,00 4,500,00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0011	STOPFORTH KEITH &	HILL DAVID J	11345 TEACH RD	PALM BEACH GARDENS FL	33410-3437 M	6000 360	360.00 6,000.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0031	METROPOLITAN PROPERTIES INC		117 MILLER WAY	LAKE PARK FL	33403-3009 M	4048 242.88	242.88 4,048.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0040	HARBOR LAND INC		PO BOX 7096	JUPITER FL	33468-7096 M	6195 371.7	371.70 6,195.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0050	RENU INVESTMENT PROP LLC		12745 CITRUS GROVE BLVD	WEST PALM BCH FL	33412-2376 M	6600 396	396,00 6,600.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0070	SILVER BEACH COMMERCIAL LLC		PO BOX 1797	STUART FL	34995-1797 M	2400 144	144.00 2,400.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0080	FIRESIDE DISTRIBUTORS INC OF PALM BEACH		1121 SILVER BEACH RD	LAKE PARK FL	33403-3025 M	7680 460.8	460.80 7,680.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0120	REED ROAD LLC		733 KITTYHAWK WAY	NORTH PALM BEACH FL	33408-4709 M	8280 496.8	496,80 8,280,00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-003-0130	FLORIDA AERO PRECISION INC		120 REED RD	LAKÉ PARK FL	33403-3015 M	9300 558	558.00 9,300.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0010	210 BRANT LLC	JOHN C BILLS PROPERTIES LLC C/O	3910 RCA BLVD STE 1015	PALM BEACH GARDENS FL	33410-4284 M	33600 2,016.00	2016.00 33,600.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0020	STOPFORTH KEITH &	HILL DAVID J	11345 TEACH RD	PALM BEACH GARDENS FL	33410-3437 M	7200 432	432.00 7,200.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0030	JULIAN JAMES PROPERTIES LLC &	C B WHOLESALE AUTOS INC	11211 PROSPERITY FARMS RD STE C211	PALM BEACH GARDENS FL	33410-3401 M	5250 315	315.00 5,250.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0040	BOSSO M ROBERT &	BOSSO ANNE B &	765 HIBISCUS AVE	NORTH PALM BEACH FL	33408-1705 M	5250 315	315.00 5,250.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0050	METROPOLITAN PROPERTIES INC	50000741112.5 %	117 MILLER WAY	LAKE PARK FL	33403-3009 M	6000 360	360.00 6,000.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0060	ACCURATE ORGANIZATION 1211 CORP		1211 SILVER BEACH RD	LAKE PARK FL	33403-3031 M	3000 180	180.00 3,000.00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-07-004-0070	LP FLA LLC		5 NICHOLS DR	BARBOURSVILLE WV	25504-1845 M	8440 506.4	506.40 8,440,00 TRI-CITY INDUSTRIAL PARK
36-43-42-20-09-000-0050	1369 NORTH KILLIAN DRIVE LLC		1369 N KILLIAN DR	LAKE PARK FL	33403-1953 M	9000 540	540,00 9,000,00 NORTHLAKE BUSINESS PARK
			1373 N KILLIAN DR	LAKE PARK FL	33403-1903 M	4000 240	240.00 4,000.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0070	FOUR SEASON PROPERTIES LLC	DADTNERGUID	8244 NASHUA DR	PALM BEACH GARDENS FL	33418-6046 M	5700 342	342.00 5,700.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0080	E & L KING LIMITED LIABILITY LIMITED	PARTNERSHIP	1377 N KILLIAN DR	LAKE PARK FL	33403-1917 M	4000 240	240.00 4,000.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0090	TMHOWARD ENTERPRISES INC			LAKE PARK FL	33403-1917 M	3750 225	225.00 3,750.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0100	TMHOWARD ENTERPRISES INC		1377 N KILLIAN DR		The state of the s	3750 225	225.00 3,750.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0110	TM HOWARD ENTERPRISES INC		1377 N KILLIAN DR	E7 (112 1 7 11 11 1	33403-1917 M	11600 696	696.00 11,600.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0140	AOKE INC		1387 N KILLIAN DR	LAKE PARK FL	33403-1943 M		- I DANIGORA
36-43-42-20-09-000-0160	BENDER JOHN C		161 EBBTIDE DR	NORTH PALM BEACH FL	33408-5018 M	6952 417.12	417.12 6,952.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0171	TRIPLE E FAMILY INC		2615 SUN COVE LN	PALM BEACH GARDENS FL	33410-5210 M	6720 403.2	403.20 6,720.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0240	LUBIC EDWARD &	LUBIC ROSE	1408 N KILLIAN DR	LAKE PARK FL	33403-1962 M	17985 1,079.10	1079.10 17,985.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0280	TEMERIAN JOHN		1400 N KILLIAN DR STE 1	LAKE PARK FL	33403-1947 M	9840 590.4	590.40 9,840.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0300	BEYER FELICE D TR		12805 LONGFORD RD	NORTH PALM BEACH FL	33408-2232 M	9000 540	540.00 9,000.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0320	SEMADENI DAVID K &	SEMADENI NORMA V	17 EDINBURGH DR	PALM BEACH GARDENS FL	33418-6848 M	9900 594	594.00 9,900.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0340	WESTWIND PROPERTIES LLC		1307 S KILLIAN DR	LAKE PARK FL	33403-1918 M	9000 540	540,00 9,000.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0360	THY KILLIAN COME LLC		14280 S MILITARY TRL UNIT 6445	DELRAY BEACH FL	33482-5020 M	9540 572.4	572.40 9,540.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0380	1378 N KILLIAN LLC		8233 GATOR LN STE 18	ROYAL PALM BEACH FL	33411-3789 M	9275 556.5	556.50 9,275.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0460	JB PARASMO LLC		685 HERMITAGE CIR	PALM BEACH GARDENS FL	33410-1612 M	20125 1,207.50	1207,50 20,125,00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0510	WESTWIND PROPERTIES LLC		1307 S KILLIAN DR	LAKE PARK FL	33403-1918 M	8424 505 44	505.44 8.424.00 NORTHLAKE BUSINESS PARK
			120 DUNES EDGE RD	JUPITER FL	33477-9607 M	8640 518.4	518.40 8,640.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0530	1313 GROUP		PO BOX 663	JUPITER FL	33468-0663 M	8500 510	510.00 8,500.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0550	FOUR SEASONS LAKE PARK PROPERTIES LLC			POMPANO BEACH FL	33060-7924 M	8500 510	510.00 8,500.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0570	OAK ST PARTNERS PROPERTIES LAKE PARK LLC		465 S FLAGLER AVE		33403-2025 M	7556 453.36	453.36 7,556.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0601	1509 PROSPERITY FARMS LLC		1509 PROSPERITY FARMS RD	LAKE PARK FL			311.40 5,190.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0700	G M HOLDINGS NPB LLC		1343 S KILLIAN DR	LAKE PARK FL	33403-1918 M	5190 311.4	
36-43-42-20-09-000-0710	1349 LLC		1349 S KILLIAN DR	NORTH PALM BEACH FL	33403-1918 M	21262 1,275.72	1275.72 21,262.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0750	MATHESON PROPERTIES LLC		2096 PLEASANT DR	NORTH PALM BEACH FL	33408-2630 M	2420 145.2	145.20 2,420.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0760	MATHESON PROPERTIES LLC		2096 PLEASANT DR	NORTH PALM BEACH FL	33408-2630 M	6000 360	360.00 6,000.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0800	DSL PROPERTIES LLC		11303 AVERY RD	PALM BEACH GARDENS FL	33410-3402 M	3750 225	225.00 3,750.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0860	OBRIEN FAMILY INVESTMENTS LTD		1399 N KILLIAN DR STE 2	LAKE PARK FL	33403-1927 M	8250 495	495.00 8,250.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0880	TOM CLARKE INVESTMENT INC		1326 S KILLIAN DR	WEST PALM BEACH FL	33403-1919 M	5660 339.6	339.60 5,660.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0900	VILLEGAS CASTLE LLC		1322 S KILLIAN DR	LAKE PARK FL	33403-1919 M	9450 567	567.00 9,450.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0920	MR KINGS AUTO SALES LLC		1320 S KILLIAN DR	LAKE PARK FL	33403-1919 M	2400 144	144,00 2,400,00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-0991	1300 OLD DIXIE LLC		1680 MICHIGAN AVE STE 700	MIAMI BEACH FL	33139-2551 M	18762 1,125.72	1125.72 18,762.00 NORTHLAKE BUSINESS PARK
36-43-42-20-10-000-0010	KELSEY INDUSTRIAL LLC		696 NE 125TH ST	MIAMI FL	33161-5546 M	18743 1,124.58	1124.58 18,743.00 GATEWAY INDUSTRIAL PARK
36-43-42-20-10-000-0020	KELSEY INDUSTRIAL LLC		696 NE 125TH ST	MIAMI FL	33161-5546 L	24990 1,068.64	1068.64 24,990.00 GATEWAY INDUSTRIAL PARK
36-43-42-20-10-000-0040	KELSEY INDUSTRIAL LLC		696 NE 125TH ST	MIAMI FL	33161-5546 L	23712 379 39	379.39 23,712.00 GATEWAY INDUSTRIAL PARK
36-43-42-20-11-000-0010	1133 OLD DIXIE HOLDINGS LLC		9337 HOWELL LN UNIT B	PALM BEACH GARDENS FL	33418-4510 M	1086 65.16	65.16 1,086.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0020	1133 OLD DIXIE HOLDINGS LLC		9337 HOWELL LN UNIT B	PALM BEACH GARDENS FL	33418-4510 M	1117 67.02	67.02 1,117.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0020	1133 OLD DIXIE HOLDINGS LLC		9337 HOWELL LN UNIT B	PALM BEACH GARDENS FL	33418-4510 M	1117 67.02	67.02 1,117.00 ELEVEN THIRTY-THREE OLD DIXIE
	1133 OLD DIXIE HOLDINGS LLC		9337 HOWELL LN UNIT B	PALM BEACH GARDENS FL	33418-4510 M	1117 67.02	67.02 1.117.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0040		RUSSO KATHLEEN	15699 75TH WAY N	PALM BEACH GARDENS FL	33418-1851 M	1307 78.42	78.42 1.307.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0050	RUSSO JOHN &		15699 75TH WAY N	PALM BEACH GARDENS FL	33418-1851 M	1307 78.42	78.42 1,307.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0060	RUSSO JOHN &	RUSSO KATHLEEN		WEST PALM BCH FL	33418-1815 M	1117 67.02	67.02 1,117.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0070	JABLONSKI WILLIAM & JOANNE TRUST	JABLONSKI JOANNE TRUSTEE	8536 159TH CT N	WEST PALM BCH FL	33418-1815 M	1117 67.02	67.02 1,117.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0080	JABLONSKI JOANNE		8536 159TH CT N		10015321		67.02 1,117.00 ELEVEN THIRTY-THREE OLD DIXIE
36-43-42-20-11-000-0090	1133 OLD DIXIE HOLDINGS LLC		9337 HOWELL LN UNIT B	PALM BEACH CARDENS FL	33418-4510 M	1117 67 02	
36-43-42-20-11-000-0100	1133 OLD DIXIE HOLDINGS LLC		9337 HOWELL LN UNIT B	PALM BEACH GARDENS FL	33418-4510 M	1117 67.02	
36-43-42-20-12-000-0010	PALM BEACH POWER SQUADRON INC		1125 OLD DIXIE HWY UNIT 1	LAKE PARK FL	33403-2348 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0020	FRENCH SCOTT S		151 HIDDEN HOLLOW DR	PALM BEACH GARDENS FL	33418-6009 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0030	FINE LINE CONSTRUCTION CONTRACTORS INC		1125 OLD DIXIE HWY STE 5	LAKE PARK FL	33403-2348 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0040	FINE LINE CONSTRUCTION CONTRACTORS INC		1125 OLD DIXIE HWY STE 4	LAKE PARK FL	33403-2348 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0050	FINE LINE CONSTRUCTION CONTRACTORS INC		1125 OLD DIXIE HWY STE 4	LAKE PARK FL	33403-2348 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0060	GUTHART ELECTRIC INC		1125 OLD DIXIE HWY STE 6	LAKE PARK FL	33403-2348 M	1864 111 84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0070	GUTHART ELECTRIC INC		1125 OLD DIXIE HWY STE 6	LAKE PARK FL	33403-2348 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0080	HANLEY ROBERT S		336 GOLFVIEW RD APT 1015	NORTH PALM BEACH FL	33408-6504 M	1864 111.84	111.84 1,864.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0090	LJK REALTY LLC		16051 79TH TER N	PALM BEACH GARDENS FL	33418-7479 M	1672 100.32	100.32 1,672.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-12-000-0090	ALTMAN AIR CONDITIONING CO INC		1125 OLD DIXIE HWY # 6	WEST PALM BEACH FL	33403-2348 M	4529 271.74	271.74 4,529.00 ELEVEN TWENTY FIVE OLD DIXIE
36-43-42-20-13-000-0100	WOODHAM ROBERT C		1400 OLD DIXIE HWY STE 1	LAKE PARK FL	33403-1964 M	3426 205.56	205.56 3,426.00 FOURTEEN HUNDRED OLD DIXIE CON
			1400 OLD DIXIE HWY	LAKE PARK FL	33403-1955 M	2872 172.32	172.32 2,872.00 FOURTEEN HUNDRED OLD DIXIE
36-43-42-20-13-000-0050	ADAMS CAROL B		1100 DED DIME HITT	DUSC 17883	1-1-150 1050 161		

00 40 40 00 40 000 000						Ter Te	00100 1007 11	0000 540	540.00	9,000,00 FOURTEEN HUNDRED OLD DIXIE
36-43-42-20-13-000-0060	KILLIAN DRIVE SHOPS LLC		277 ROYAL POINCIANA WAY # 144				33480-4007 M	9000 540		
36-43-42-20-14-000-0010	OLD KELSEY INVESTMENTS LLC		701 US HIGHWAY 1 # 402		NORTH PALM BEACH		33408-4514 M	4069 244.14	244.14	
36-43-42-20-14-000-0020	SNS REAL ESTATE HOLDINGS LLC	GORDON & PARTNERS C/O	4114 NORTHLAKE BLVD		PALM BEACH GARDENS		33410-6271 M	2700 162	162.00	
36-43-42-20-14-000-0030	SNS REAL ESTATE HOLDINGS LLC	GORDON & PARTNERS C/O	4114 NORTHLAKE BLVD		PALM BEACH GARDENS		33410-6271 M	11878 712.68	712,68	
36-43-42-20-17-000-0010	VOSS DAVID E		1334 S KILLIAN DR UNIT 1		LAKE PARK		33403-1950 M	1264 75.84	75.84	
36-43-42-20-17-000-0020	BIG RUSS LLC		7258 SW QUIET RIVER CT		STUART	FL :	34997-6296 M	1264 75,84	75.84	
36-43-42-20-17-000-0030	RKCG LLC		539 HARBOUR RD		NORTH PALM BEACH	FL :	33408-4307 M	1264 75,84	75,84	1004
36-43-42-20-17-000-0040	RKCG LLC		539 HARBOUR RD		NORTH PALM BEACH	FL :	33408-4307 M	1264 75.84	75,84	1,264.00 KILLIAN COMMERCIAL COND
36-43-42-20-17-000-0050	SMITH ROBERT N &	LOBSITZ LYNDA J	16 DOLPHIN DR		VERO BEACH	FL :	32960-5209 M	1264 75,84	75,84	1,264.00 KILLIAN COMMERCIAL COND
36-43-42-20-17-000-0060	SMITH ROBERT N &	LOBSITZ LYNDA J	16 DOLPHIN DR			FL :	32960-5209 M	1264 75.84	75.84	1,264.00 KILLIAN COMMERCIAL COND
		LOBSITZ LTNDA J	650 NE 9TH AVE				33435-3210 M	1264 75.84	75.84	The state of the s
36-43-42-20-17-000-0070	MISERENDINO DAVID J				ROYAL PALM BEACH		33411-6110 M	1264 75.84	75,84	11 (14 (15 (15 (15 (15 (15 (15 (15 (15 (15 (15
36-43-42-20-17-000-0080	WIGGAN EARLE D TR &	WIGGAN LILY E TR	2018 RESTON CIR	ļ				1264 75.84	75.84	
36-43-42-20-17-000-0090	SOUTHERN FLORAL COMPANY LLC		9927 SE CANARY PALM WAY		TEQUESTA		33469-1449 M			
36-43-42-20-17-000-0100	GRILL DONALD F JR & ERYN L TRUST &	GRILL DOUGLAS P	741 TEAL WAY		NORTH PALM BEACH		33408-4211 M	1264 75.84	75.84	
36-43-42-20-17-000-0110	R & B LLC		1338 S KILLIAN DR # 11		LAKE PARK		33403-1951 M	1264 75,84	75,84	The state of the s
36-43-42-20-17-000-0120	5 HORN HOLDINGS LLC		1338 S KILLIAN DR STE 12		LAKE PARK	FL S	33403-1951 M	1264 75.84	75.84	
36-43-42-20-18-001-1010	ENZO GIORDANO ENTERPRISES INC		2092 JOY RENE LN		NORTH PALM BEACH	FL :	33408-2732 M	1120 67,2	67,20	1,120,00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-1020	RS PROPERTY LLC		631 US HIGHWAY 1 STE 206		NORTH PALM BEACH	FL :	33408-4620 M	1258 75,48	75,48	1,258.00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-1030	ENZO GIORDANO ENTERPRISES INC		2092 JOY RENE LN		NORTH PALM BEACH	FL :	33408-2732 M	1078 64.68	64.68	1,078,00 OLD DIXIE COND WAREHOUSE NO 1
	ENZO GIORDANO ENTERPRISES INC		2092 JOY RENE LN		NORTH PALM BEACH		33408-2732 M	1078 64.68	64.68	1,078,00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-1040		LINIOUS CONICTANICS M			PALM BEACH GARDENS		33420-2082 M	1078 64.68	64.68	
36-43-42-20-18-001-1050	LINCUL GARY T &	LINCUL CONSTANCE M	PO BOX 32082				33408-7107 M	1078 64.68	64.68	
36-43-42-20-18-001-1060	IRISH PARK LLC		PO BOX 13107		NORTH PALM BEACH		Paracolitica de la companya del companya de la companya del companya de la compan		52.68	· · · · · · · · · · · · · · · · · · ·
36-43-42-20-18-001-1070	WHITE AUSTIN D		1310 S KILLIAN DR # 107		LAKE PARK		33403-1928 M	878 52,68		1,1,1,1,1
36-43-42-20-18-001-1080	SB LOCK & KEY LLC		1310 S KILLIAN DR STÉ 108		LAKE PARK		33403-1928 M	1078 64.68	64.68	
36-43-42-20-18-001-1090	PEMBERTON BUILDING INC		1310 S KILLIAN DR STE 109		WEST PALM BCH	FL 3	33403-1928 M	1078 64.68	64.68	
36-43-42-20-18-001-1100	PEMBERTON BUILDING INC		1310 S KILLIAN DR # 110		LAKE PARK	FL :	33403-1928 M	1078 64.68	64.68	1,078.00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-1110	MEC111 LLC		7249 SW 146TH STREET CIR		MIAMI	FL :	33158-1670 M	1078 64.68	64.68	1,078.00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-1110	KAMINSKE JAMES R &	KAMINSKE LISA M	8063 DAMASCUS DR		PALM BEACH GARDENS		33418-6003 M	1078 64.68	64.68	1,078.00 OLD DIXIE COND WAREHOUSE NO 1
		IVAININGICE LIGA IVI	631 RIVERSIDE RD		NORTH PALM BEACH		33408-3726 M	1278 76.68	76.68	
36-43-42-20-18-001-2010	PELLIGRINO HOLDINGS LLC				LAKE PARK		33403-1929 M	1078 64.68	64.68	A MILLO
36-43-42-20-18-001-2020	PELLEGRINO HOLDINGS LLC		1209 GATEWAY RD STE 203				1000		64.68	180000
36-43-42-20-18-001-2030	PELLEGRINO HOLDINGS	PELLEGRINO JERRY C/O	631 RIVERSIDE RD		NORTH PALM BEACH		33408-3726 M	1078 64,68		1 10 10 10 10
36-43-42-20-18-001-2040	ROB KING ENTERPRISES INC		PO BOX 8797		WEST PALM BEACH		33407-0797 M	1078 64 68	64.68	
36-43-42-20-18-001-2050	HEATON BENJAMIN N		2031 MOCKINGBIRD LN		NORTH PALM BEACH	FL :	33408-3128 M	1078 64.68	64,68	
36-43-42-20-18-001-2060	H K MAC LLC		2352 PGA BLVD		PALM BEACH GARDENS	FL :	33410-3501 M	1078 64.68	64,68	1,078.00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-2070	SNAPPY PROPERTY RENTALS LLC		13215 ROLLING GREEN RD		NORTH PALM BEACH	FL :	33408-2123 M	1078 64.68	64,68	1,078.00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-2080	BRAMER DOUG &	BRAMER DEAN &	1209 GATEWAY RD STE 208		LAKE PARK	FL :	33403-1929 M	1078 64.68	64,68	1,078.00 OLD DIXIE COND WAREHOUSE NO 1
		BRAINER DEAN &	1310 S KILLIAN DR STE 109		WEST PALM BCH		33403-1928 M	1078 64 68	64.68	1.078.00 OLD DIXIE COND WAREHOUSE NO 1
36-43-42-20-18-001-2090	PEMBERTON BLDG INC						33404-1709 M	1078 64.68	64.68	
36-43-42-20-18-001-2100	DRUGSTOREANDMORE INC		8305 GARDEN RD STE 3				3070		64.68	
36-43-42-20-18-001-2110	KARL TAYLOR INC		13215 ROLLING GREEN RD		NORTH PALM BEACH	FL	33408-2123 M	1078 64.68		
36-43-42-20-18-001-2120	DU GAN JOHN R	1091	PSC103 BOX 1091	APO AE 09603-0011				1078 64.68		
20 40 4F-50-10-001-5150		1001	1 OO TOO BOX TOO T	74 C 74 03000 0011			190		64,68	
36-43-42-20-19-000-0010	TOPPER AUTO DEALER SUPPLIES INC		1001 W JASMINE DR UNIT A	71 6 7L 03000 0011	LAKE PARK	FL :	33403-2119 M	1086 65.16	65,16	1,086.00 BRANET SQUARE COND
36-43-42-20-19-000-0010	TOPPER AUTO DEALER SUPPLIES INC			711 0 712 00000 0011	LAKE PARK LAKE PARK		33403-2119 M 33403-2119 M			1,086.00 BRANET SQUARE COND
36-43-42-20-19-000-0010 36-43-42-20-19-000-0020	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC		1001 W JASMINE DR UNIT A	71 6 71 63000 6011		FL :	3000	1086 65.16	65,16	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND
36-43-42-20-19-000-0010 36-43-42-20-19-000-0020 36-43-42-20-19-000-0030	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY	AERIE #4018	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C	AL CAL COSCO COTT	LAKE PARK	FL :	33403-2119 M	1086 65.16 1102 66.12	65,16 66,12	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND
36-43-42-20-19-000-0010 36-43-42-20-19-000-0020 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY		1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D	AL CAL GOOD OF T	LAKE PARK LAKE PARK LAKE PARK	FL :	33403-2119 M 33403-2119 M 33403-2119 M	1086 65.16 1102 66.12 1102 66.12 1102 66.12	65.16 66.12 66.12	1,086.00 BRANET SQUARE COND 2 1,102.00 BRANET SQUARE COND 2 1,102.00 BRANET SQUARE COND 2 1,102.00 BRANET SQUARE COND
36-43-42-20-19-000-0010 36-43-42-20-19-000-0020 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX	AERIE #4018	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR	A CAL GOOD ON	LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH	FL : FL : FL :	33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M	1086 65.16 1102 66.12 1102 66.12 1102 66.12 1100 66	65.16 66.12 66.12 66.12 66.00	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND
36-43-42-20-19-000-0010 36-43-42-20-19-000-0020 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050 36-43-42-20-19-000-0060	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T	AERIE #4018	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST	A CAL GOOD ON	LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD	FL : FL : FL : MA	33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M 01151-2031 M	1086 65.16 1102 66.12 1102 66.12 1102 66.12 1100 66 1100 66	65.16 66.12 66.12 66.12 66.00	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND
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36-43-42-20-19-000-0010 36-43-42-20-19-000-0030 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0070 36-43-42-20-19-000-0070 36-43-42-20-19-000-0100 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0120 36-43-42-20-19-000-0101 36-43-42-20-19-000-0101 36-43-42-20-19-000-0101 36-43-42-20-19-000-0101 36-43-42-21-03-139-0020 36-43-42-21-03-139-0020 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-140-0010 36-43-42-21-03-140-0010 36-43-42-20-00-000-7350 36-43-42-20-00-000-7120 36-43-42-20-00-000-7120 36-43-42-20-00-000-7270 36-43-42-20-01-041-0230 36-43-42-20-11-046-0160	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T LANGE LIFE AGENCY INC LATUBERNE PIERRE & 1001 JASMINE J LLC 1001 JASMINE J LLC 11001 JASMINE LLC TROWER GILBERT C & JENNINGS JEFFREY KEITH TRUST LJK REALTY LLC 1321 S KILLIAN DRIVE LLC R & R NORTH LAKE DEV LLLP LA REGINA LLC ML FAMILY LTD PRTNRSHP GOODYEAR TIRE & RUBBER CO NORTH PALM CJA LLC Z BEAR LLC COLUSA INC ARGLO CORP THOMAS NORMAN H LIFETIME TRUST DUDLEY ROSS H & OBEDIENCE TRAINING CLUB OF PALM BEACH CO TMHOWARD ENTERPRISES INC LYONS DON S REV TRUST CASA JUNO LLC SUNSHINE GASOLINE DISTRIBUTORS INC L P FABRICS INC BILLIT INVESTMENTS INC	AERIE #4018  AERIE #4018  LATUBERNE ANNE MARIE  DEGLER MARILYN L  REICHEL REALTY & INVESTMENT INC  BIELER ARTHUR C/O THOMAS SUSAN S TR DUDLEY BRIAN J SMITH FRAN TREASURER C/O	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST 1001 W JASMINE DR STE G 307 KELSEY PARK CIR 745 JACANA WAY 1001 W JASMINE DR STE J 1001 W JASMINE DR STE J 238 BRAVADO LN 11702 LANDING PL 16051 79TH TER N 1321 S KILLIAN DR STE B 8845 N MILITARY TRL STE 100 19778 WILKINSON LEAS RD 133 REGATTA DR 1144 E MARKET ST 162 EAST AVE STE 1A 8656 WENDY LN E 3850 GALT OCEAN DR APT 1111 9603 HUNTERSTON DR 716 NIGHTHAWK WAY 1615 LAKELAND PT 4094 HAPPINESS ST 1377 N KILLIAN DR 9801 BUTTERCUP CIR 10160 ASPEN WAY 1650 NW 87TH AVE 1055 LEADENHALL ST 1009 NEWMAN RD		LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD LAKE PARK PALM BEACH GARDENS NORTH PALM BEACH LAKE PARK LAKE PARK LAKE PARK RIVIERA BEACH NORTH PALM BEACH PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS TEQUESTA JUPITER AKRON NORWALK ROYAL PALM BEACH FORT LAUDERDALE BOYNTON BEACH NORTH PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK PALM BEACH GARDENS PALM BEACH GARDENS PALM BEACH GARDENS PALM BEACH LAKE PARK	FL	33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M 33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33408-4707 M 33403-2119 M 33408-2109 M 33408-2109 M 33408-210 M 33418-7479 M 33408-3240 M 33418-7479 M 33408-1923 M 33410-6290 M 33418-7479 M 33411-6515 M 33411-6515 M 33411-6515 M 33411-6515 M 33411-6515 M 33411-6515 M 33408-4202 M 27265-9532 M 33408-3904 M 33403-1917 M 33410-5667 M 33410-5126 M 33410-3013 M	1086 65.16 1102 66.12 1102 66.12 1100 66 12 1100 66 1100 66 1100 66 1315 78.9 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1098 64.98 2618 157.08 4720 283.2 9880 592.8 19112 1,146.72 7455 447.3 6450 387 7888 473.28 1392 83.52 14998 1,463.52 11990 719.4 3456 207.36 3750 225 5000 300 2196 131.76 8750 525 3184 191.04 1764 377.5 8902 534.12 3320 199.2	65.16 66.12 66.12 66.00 78.90 65.70 65.70 65.70 65.70 64.98 157.08 283.20 592.80 1146.72 447.30 387.00 473.28 83.52 1463.52 719.40 207.36 225.00 300.00 131.76 525.00 191.04	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,1095.00 BRANET SQUARE COND 1,095.00 BRANET SQUARE COND 1,083.00 BRANET SQUARE COND 1,085.00 BRANET SQUARE COND 1,085.00 BRANET SQUARE COND 1,085.00 LAKE PARK ADD NO 3 1,380.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 11,990.00 LAKE PARK ADD NO 3 11,990.00 LAKE PARK ADD NO 3 11,990.00 LAKE PARK ADD NO 3 3,456.00 20-42-43 3,750.00 GATEWAY INDUSTRIAL PARK 8,750.00 20-42-43, S 170 FT OF NLY 820 5,000.00 KELSEY CITY 8,902.00 KELSEY CITY 8,902.00 KELSEY CITY
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36-43-42-20-19-000-0010 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0070 36-43-42-20-19-000-0070 36-43-42-20-19-000-0100 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0120 36-43-42-20-19-000-0100 36-43-42-20-19-000-0100 36-43-42-20-19-000-0100 36-43-42-20-19-000-0100 36-43-42-21-03-139-0020 36-43-42-21-03-139-0020 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-140-0040 36-43-42-21-03-140-0040 36-43-42-20-00-000-7350 36-43-42-20-00-000-7350 36-43-42-20-00-000-7120 36-43-42-20-00-000-7120 36-43-42-20-00-000-7270 36-43-42-20-01-037-0360 36-43-42-20-10-046-0160 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T LANGE LIFE AGENCY INC LATUBERNE PIERRE & 1001 JASMINE J LLC 1001 JASMINE J LLC 11001 JASMINE K LLC 11001 JASMINE K LLC 11001 JASMINE L LC 11001 JASMINE L LC 11001 JASMINE L LC 11001 JASMINE L LC 11001 JASMINE J LC 11001 JASMINE L LC 11001 JASMINE J LC 11	AERIE #4018  AERIE #4018  LATUBERNE ANNE MARIE  DEGLER MARILYN L  REICHEL REALTY & INVESTMENT INC  BIELER ARTHUR C/O THOMAS SUSAN S TR DUDLEY BRIAN J SMITH FRAN TREASURER C/O	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST 1001 W JASMINE DR STE G 307 KELSEY PARK CIR 745 JACANA WAY 1001 W JASMINE DR STE J 1338 BRAVADO LN 11702 LANDING PL 16051 79TH TER N 1321 S KILLIAN DR STE B 8845 N MILITARY TRL STE 100 19778 WIKINSON LEAS RD 133 REGATTA DR 1144 E MARKET ST 162 EAST AVE STE 1A 8656 WENDY LN E 3850 GALT OCEAN DR APT 1111 9603 HUNTERSTON DR 716 NIGHTHAWK WAY 1615 LAKELAND PT 4094 HAPPINESS ST 1377 N KILLIAN DR 9801 BUTTERCUP CIR 10160 ASPEN WAY 1650 NW 87TH AVE 1055 LEADENHALL ST 1009 NEWMAN RD PO BOX 210096 818 NORTHLAKE BLVD		LAKE PARK LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD LAKE PARK PALM BEACH GARDENS NORTH PALM BEACH LAKE PARK LAKE PARK RIVIERA BEACH PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS TEQUESTA JUPITER AKRON NORWALK ROYAL PALM BEACH FORT LAUDERDALE BOYNTON BEACH NORTH PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK PALM BEACH GARDENS PALM BEACH GARDENS AND BEACH LAKE PARK PALM BEACH GARDENS PALM BEACH GARDENS MIAMI ALPHARETTA LAKE PARK WEST PALM BEACH NORTH PALM BEACH NORTH PALM BEACH NORTH PALM BEACH LAKE PARK PALM BEACH GARDENS MIAMI ALPHARETTA LAKE PARK WEST PALM BEACH NORTH PALM BEACH	FL	33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M 01151-2031 M 33403-2119 M 33403-210 M 33408-3240 M 33408-1923 M 33410-6290 M 33410-6290 M 33410-6290 M 33410-6290 M 33410-6290 M 33410-6290 M 33473-4934 M 33408-3200 M 33408-3904 M 33408-3904 M 33408-3904 M 33408-3904 M 33408-3904 M 33410-51667 M 33410-51667 M 33410-51667 M 33410-5126 M 33410-5126 M 33410-5126 M 33410-5126 M 33408-3904 M	1086 65.16 1102 66.12 1102 66.12 1100 66 1100 66 1100 66 11100 66 1315 78.9 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 10983 64.98 2618 157.08 4720 283.2 9880 592.8 19112 1,146.72 7455 447.3 6450 387 7888 473.28 1392 83.52 14998 1,463.52 11990 719.4 3456 207.36 3750 225 5000 300 2196 131.76 8750 525 3184 191.04 1764 377.5 8902 534.12 3320 199.2 4588 275.28	65.16 66.12 66.12 66.00 66.00 66.00 65.70 65.70 65.70 65.70 65.70 64.98 157.08 283.20 592.80 1146.72 447.30 387.00 473.28 83.52 719.40 207.36 225.00 131.76 525.00 191.04 377.50 534.12 199.20 275.28 263.16	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,105.00 BRANET SQUARE COND 1,095.00 BRANET SQUARE COND 2,618.00 LAKE PARK ADD NO 3 19,112.00 LAKE PARK ADD NO 3 7,455.00 LAKE PARK ADD NO 3 7,455.00 LAKE PARK ADD NO 3 7,888.00 LAKE PARK ADD NO 3 7,888.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,760.00 CO-42-43, S 170 FT OF NLY 820 5,000.00 GATEWAY INDUSTRIAL PARK 2,196.00 NORTHLAKE BUSINESS PARK 8,750.00 20-42-43, ST 10 FT OF NLY 1,764.00 KELSEY CITY 8,902.00 KELSEY CITY 4,588.00 LAKE PARK ADD NO 1
36-43-42-20-19-000-0010 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0070 36-43-42-20-19-000-0070 36-43-42-20-19-000-0100 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0120 36-43-42-20-19-000-0120 36-43-42-20-19-000-0100 36-43-42-20-19-000-0100 36-43-42-20-19-000-0100 36-43-42-20-19-000-0100 36-43-42-21-03-139-0020 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-140-0010 36-43-42-21-03-140-0010 36-43-42-20-00-000-7350 36-43-42-20-00-000-7350 36-43-42-20-00-000-7120 36-43-42-20-00-000-7120 36-43-42-20-00-000-7120 36-43-42-20-01-037-0360 36-43-42-20-01-041-0360 36-43-42-20-01-046-0160 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T LANGE LIFE AGENCY INC LATUBERNE PIERRE & 1001 JASMINE J LLC 1001 JASMINE J LLC 11001 JASMINE K LLC 11001 JASMINE K LLC 11001 JASMINE L LC 11001 JASMINE TRUST 11001 JASMINE JASMINE LIFETIME TRUST 11001 JASMINE JA	AERIE #4018  AERIE #4018  LATUBERNE ANNE MARIE  DEGLER MARILYN L  REICHEL REALTY & INVESTMENT INC  BIELER ARTHUR C/O THOMAS SUSAN S TR DUDLEY BRIAN J SMITH FRAN TREASURER C/O	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST 1001 W JASMINE DR STE G 307 KELSEY PARK CIR 745 JACANA WAY 1001 W JASMINE DR STE J 1338 BRAVADO LN 11702 LANDING PL 16051 79TH TER N 1321 S KILLIAN DR STE B 8845 N MILITARY TRL STE 100 19778 WILKINSON LEAS RD 133 REGATTA DR 1144 E MARKET ST 162 EAST AVE STE 1A 8656 WENDY LN E 3850 GALT OCEAN DR APT 1111 9603 HUNTERSTON DR 716 NIGHTHAWK WAY 1615 LAKELAND PT 4094 HAPPINESS ST 1377 N KILLIAN DR 9801 BUTTERCUP CIR 10160 ASPEN WAY 1650 NW 87TH AVE 1055 LEADENHALL ST 1009 NEWMAN RD PO BOX 210096 818 NORTHLAKE BLVD 1541 PROSPERITY FARMS RD		LAKE PARK LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD LAKE PARK PALM BEACH GARDENS NORTH PALM BEACH LAKE PARK LAKE PARK RIVIERA BEACH NORTH PALM BEACH PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS TEQUESTA JUPITER AKRON NORWALK ROYAL PALM BEACH FORT LAUDERDALE BOYNTON BEACH NORTH PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK PALM BEACH GARDENS PALM BEACH GARDENS PALM BEACH LAKE PARK WEST PALM BEACH LAKE PARK WEST PALM BEACH NORTH PALM BEACH NORTH PALM BEACH LAKE PARK	FL	33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M 01151-2031 M 33403-2119 M 33403-1923 M 33410-6290 M 33410-5120 M 33403-3904 M	1086 65.16 1102 66.12 1102 66.12 1100 66 1100 66 1100 66 1100 66 1315 78.9 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 10983 64.98 2618 157.08 4720 283.2 9880 592.8 19112 1,146.72 7455 447.3 6450 387 7888 473,28 1392 83.52 14998 1,463.52 11990 719.4 3456 207.36 3750 225 5000 300 2196 131.76 8750 525 3184 191.04 1764 377.5 8902 534.12 3320 199.2 4588 275.28 4386 263.16 2584 155.04	65.16 66.12 66.12 66.00 66.00 78.90 65.70	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,315.00 BRANET SQUARE COND 1,095.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 2,618.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 3,1095.00 BRANET SQUARE COND 3,11,1095.00 BRANET SQUARE COND 3,11,1095.00 BRANET SQUARE COND 3,11,1095.00 LAKE PARK ADD NO 3 3,1456.00 LAKE PARK ADD NO 3 3,1505.00 LAKE PARK ADD NO 3 3,1505.00 CO-42-43, S 170 FT OF NLY 820 5,000.00 GATEWAY INDUSTRIAL PARK 2,196.00 NORTHLAKE BUSINESS PARK 8,750.00 CO-42-43, S 170 FT OF NLY 1,764.00 KELSEY CITY 8,902.00 KELSEY CITY 4,386.00 LAKE PARK ADD NO 1
36-43-42-20-19-000-0010 36-43-42-20-19-000-0030 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050 36-43-42-20-19-000-0060 36-43-42-20-19-000-0070 36-43-42-20-19-000-0090 36-43-42-20-19-000-0090 36-43-42-20-19-000-0100 36-43-42-20-19-000-0110 36-43-42-20-19-000-0120 36-43-42-20-19-000-0120 36-43-42-20-19-000-0120 36-43-42-20-19-000-0100 36-43-42-20-19-000-100 36-43-42-21-03-139-0020 36-43-42-21-03-139-0020 36-43-42-21-03-139-0052 36-43-42-21-03-139-0070 36-43-42-21-03-139-0000-0210 36-43-42-20-01-041-0230 36-43-42-20-01-041-0230 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-03-129-0150 36-43-42-20-03-129-0150 36-43-42-20-03-129-0150	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T LANGE LIFE AGENCY INC LATUBERNE PIERRE & 1001 JASMINE J LLC 1001 JASMINE J LLC 11001 JASMINE J LLC 11001 JASMINE LLC TROWER GILBERT C & JENNINGS JEFFREY KEITH TRUST LJK REALTY LLC 1321 S KILLIAN DRIVE LLC R & R NORTH LAKE DEV LLLP LA REGINA LLC ML FAMILY LTD PRTNRSHP GOODYEAR TIRE & RUBBER CO NORTH PALM CJA LLC Z BEAR LLC COLUSA INC ARGLO CORP THOMAS NORMAN H LIFETIME TRUST DUDLEY ROSS H & OBEDIENCE TRAINING CLUB OF PALM BEACH CO TMHOWARD ENTERPRISES INC LYONS DON S REV TRUST CASA JUNO LLC SUNSHINE GASOLINE DISTRIBUTORS INC L P FABRICS INC BILLIT INVESTMENTS INC JM WILSON CORP CONTINUING CORNERS LLC K MCFARLIN USRY DC PA BENDER JOHN C	AERIE #4018  AERIE #4018  LATUBERNE ANNE MARIE  DEGLER MARILYN L  REICHEL REALTY & INVESTMENT INC  BIELER ARTHUR C/O THOMAS SUSAN S TR DUDLEY BRIAN J SMITH FRAN TREASURER C/O	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST 1001 W JASMINE DR STE G 307 KELSEY PARK CIR 745 JACANA WAY 1001 W JASMINE DR STE J 1001 W JASMINE DR STE J 238 BRAVADO LN 11702 LANDING PL 16051 79TH TER N 1321 S KILLIAN DR STE B 8845 N MILITARY TRL STE 100 19778 WILKINSON LEAS RD 133 REGATTA DR 1144 E MARKET ST 162 EAST AVE STE 1A 8656 WENDY LN E 3850 GALT OCEAN DR APT 1111 9603 HUNTERSTON DR 716 NIGHTHAWK WAY 1615 LAKELAND PT 4094 HAPPINESS ST 1377 N KILLIAN DR 9801 BUTTERCUP CIR 10160 ASPEN WAY 1650 NW 87TH AVE 1055 LEADENHALL ST 1009 NEWMAN RD PO BOX 210096 818 NORTHLAKE BLVD 1541 PROSPERITY FARMS RD		LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD LAKE PARK PALM BEACH GARDENS NORTH PALM BEACH LAKE PARK LAKE PARK RIVIERA BEACH NORTH PALM BEACH PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS TEQUESTA JUPITER AKRON NORWALK ROYAL PALM BEACH FORT LAUDERDALE BOYNTON BEACH NORTH PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK PALM BEACH GARDENS PALM BEACH GARDENS PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK VEST PALM BEACH LAKE PARK WEST PALM BEACH LAKE PARK WEST PALM BEACH LAKE PARK	FL	33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M 01151-2031 M 33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33403-2119 M 33403-2116 M 33403-2176 M 33403-1923 M 33410-6290 M 33403-4030 M 33403-3013 M 33403-3013 M 33403-2025 M 33408-5018 M	1086 65.16 1102 66.12 1102 66.12 1100 66 1100 66 1100 66 1315 78.9 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1083 64.98 2618 157.08 4720 283.2 9880 592.8 19112 1,146.72 7455 447.3 6450 387 7888 473.28 1392 83.52 14998 1,463.52 11990 719.4 3456 207.36 3750 225 5000 300 2196 131.76 8750 525 3184 191.04 1764 377.5 8902 534.12 3320 199.2 4588 275.28 4386 263.16 2584 155.04	65.16 66.12 66.12 66.00 78.90 65.70 65.70 65.70 65.70 65.70 64.98 157.08 283.20 592.80 1146.72 447.30 387.00 473.28 83.52 1463.52 719.40 207.36 225.00 300.00 131.76 525.00 191.04 377.50 534.12 199.20 275.28 263.16 155.04	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,1095.00 BRANET SQUARE COND 1,095.00 BRANET SQUARE COND 2,618.00 B & G COND BUILDING 4,720.00 B & G COND BUILDING 9,880.00 LAKE PARK ADD NO 3 19,112.00 LAKE PARK ADD NO 3 7,455.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,1998.00 LAKE PARK ADD NO 3 1,1998.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,1990.00 LAKE PARK ADD NO 1 1,095.00 RELSEY CITY 1,764.00 KELSEY CITY 1,764.00 LAKE PARK ADD NO 1 2,564.00 LAKE PARK ADD NO 1 8,500.00 NORTHLAKE BUSINESS PARK
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36-43-42-20-19-000-0010 36-43-42-20-19-000-0030 36-43-42-20-19-000-0030 36-43-42-20-19-000-0040 36-43-42-20-19-000-0050 36-43-42-20-19-000-0060 36-43-42-20-19-000-0070 36-43-42-20-19-000-0090 36-43-42-20-19-000-0090 36-43-42-20-19-000-0100 36-43-42-20-19-000-0110 36-43-42-20-19-000-0120 36-43-42-20-19-000-0120 36-43-42-20-19-000-0120 36-43-42-20-19-000-0100 36-43-42-20-19-000-100 36-43-42-21-03-139-0020 36-43-42-21-03-139-0020 36-43-42-21-03-139-0052 36-43-42-21-03-139-0070 36-43-42-21-03-139-0000-0210 36-43-42-20-01-041-0230 36-43-42-20-01-041-0230 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-01-048-0170 36-43-42-20-03-129-0150 36-43-42-20-03-129-0150 36-43-42-20-03-129-0150	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T LANGE LIFE AGENCY INC LATUBERNE PIERRE & 1001 JASMINE J LLC 1001 JASMINE J LLC 11001 JASMINE J LLC 11001 JASMINE LLC TROWER GILBERT C & JENNINGS JEFFREY KEITH TRUST LJK REALTY LLC 1321 S KILLIAN DRIVE LLC R & R NORTH LAKE DEV LLLP LA REGINA LLC ML FAMILY LTD PRTNRSHP GOODYEAR TIRE & RUBBER CO NORTH PALM CJA LLC Z BEAR LLC COLUSA INC ARGLO CORP THOMAS NORMAN H LIFETIME TRUST DUDLEY ROSS H & OBEDIENCE TRAINING CLUB OF PALM BEACH CO TMHOWARD ENTERPRISES INC LYONS DON S REV TRUST CASA JUNO LLC SUNSHINE GASOLINE DISTRIBUTORS INC L P FABRICS INC BILLIT INVESTMENTS INC JM WILSON CORP CONTINUING CORNERS LLC K MCFARLIN USRY DC PA BENDER JOHN C	AERIE #4018  AERIE #4018  LATUBERNE ANNE MARIE  DEGLER MARILYN L  REICHEL REALTY & INVESTMENT INC  BIELER ARTHUR C/O THOMAS SUSAN S TR DUDLEY BRIAN J SMITH FRAN TREASURER C/O	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST 1001 W JASMINE DR STE G 307 KELSEY PARK CIR 745 JACANA WAY 1001 W JASMINE DR STE J 1001 W JASMINE DR STE J 238 BRAVADO LN 11702 LANDING PL 16051 79TH TER N 1321 S KILLIAN DR STE B 8845 N MILITARY TRL STE 100 19778 WILKINSON LEAS RD 133 REGATTA DR 1144 E MARKET ST 162 EAST AVE STE 1A 8656 WENDY LN E 3850 GALT OCEAN DR APT 1111 9603 HUNTERSTON DR 716 NIGHTHAWK WAY 1615 LAKELAND PT 4094 HAPPINESS ST 1377 N KILLIAN DR 9801 BUTTERCUP CIR 10160 ASPEN WAY 1650 NW 87TH AVE 1055 LEADENHALL ST 1009 NEWMAN RD PO BOX 210096 818 NORTHLAKE BLVD 1541 PROSPERITY FARMS RD		LAKE PARK LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD LAKE PARK PALM BEACH GARDENS NORTH PALM BEACH LAKE PARK LAKE PARK RIVIERA BEACH NORTH PALM BEACH PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS TEQUESTA JUPITER AKRON NORWALK ROYAL PALM BEACH FORT LAUDERDALE BOYNTON BEACH NORTH PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK PALM BEACH GARDENS PALM BEACH GARDENS PALM BEACH LAKE PARK WEST PALM BEACH LOKE PARK WEST PALM BEACH NORTH PALM BEACH LAKE PARK WEST PALM BEACH NORTH PALM BEACH LAKE PARK NORTH PALM BEACH LAKE PARK NORTH PALM BEACH LAKE PARK	FL	33403-2119 M 33403-2110 M 33403-2110 M 33403-210 M 33403-1923 M 33410-629 M 33411-6515 M 33411-5126 M 33403-1917 M 33410-5126 M 33403-1917 M 33410-5126 M 33403-3013 M 33421-0096 M 33403-3013 M 33403-3013 M 33403-1927 M 33403-1927 M 33406-6290 M	1086 65.16 1102 66.12 1102 66.12 1103 66.12 1100 66 1100 66 11105 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1098 64.98 2618 157.08 4720 283.2 9880 592.8 19112 1,146.72 7455 447.3 6450 387 7888 473.28 1392 83.52 14998 1,463.52 11990 719.4 3456 207.36 3750 225 5000 300 2196 131.76 8750 525 3184 191.04 1764 377.5 8902 534.12 3320 199.2 4588 275.28 4386 263.16 2584 155.04 8500 510 10691 641.46	65.16 66.12 66.12 66.00 78.90 65.70 65.70 65.70 65.70 65.70 65.70 64.98 157.08 283.20 592.80 1146.73 473.28 83.52 1463.52 719.40 207.36 225.00 300.00 131.76 525.00 191.04 377.50 534.12 199.20 275.28 263.16 155.04 510.00 641.46	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,1095.00 BRANET SQUARE COND 1,095.00 BRANET SQUARE COND 1,083.00 BRANET SQUARE COND 1,095.00 BRANET SQUARE COND 1,085.00 LAKE PARK ADD NO 3 1,380.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,396.00 20-42-43, S 170 FT OF NLY 820 5,000.00 GATEWAY INDUSTRIAL PARK 8,750.00 20-42-43, S 170 FT OF NLY 820 1,764.00 KELSEY CITY 8,902.00 KELSEY CITY 8,902.00 KELSEY CITY 1,764.00 LAKE PARK ADD NO 1 1,850.00 NORTHLAKE BUSINESS PARK 10,691.00 NORTHLAKE BUSINESS PARK 10,691.00 NORTHLAKE BUSINESS PARK 10,691.00 NORTHLAKE BUSINESS PARK 10,691.00 NORTHLAKE BUSINESS PARK
36-43-42-20-19-000-0010 36-43-42-20-19-000-0030 36-43-42-20-19-000-0030 36-43-42-20-19-000-0030 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0050 36-43-42-20-19-000-0070 36-43-42-20-19-000-0080 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0110 36-43-42-20-19-000-0120 36-43-42-20-19-000-0120 36-43-42-20-3139-0020 36-43-42-21-03-139-0020 36-43-42-21-03-139-0052 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-139-0070 36-43-42-21-03-140-0040 36-43-42-21-03-140-0040 36-43-42-21-03-140-0040 36-43-42-21-03-140-0040 36-43-42-20-00-000-7120 36-43-42-20-00-000-7120 36-43-42-20-01-041-0230 36-43-42-20-01-046-0160 36-43-42-20-01-046-0160 36-43-42-20-03-126-0021 36-43-42-20-03-126-0021 36-43-42-20-03-126-0021 36-43-42-20-03-129-0150 36-43-42-20-09-000-0190 36-43-42-20-09-000-0190 36-43-42-20-09-000-0190	TOPPER AUTO DEALER SUPPLIES INC TOPPER AUTO DEALER SUPPLIES INC FRATERNAL ORDER OF THE EAGLES GATEWAY FRATERNAL ORDER OF THE EAGLES GATEWAY THULISMA ARNOUX SEYMOUR VACHAEN KAMIAL T LANGE LIFE AGENCY INC LATUBERNE PIERRE & 1001 JASMINE J LLC 1001 JASMINE J LLC 11001 JASMINE LLC 11001 JASMINE LLC TROWER GILBERT C & JENNINGS JEFFREY KEITH TRUST LJK REALTY LLC 11321 S KILLIAN DRIVE LLC R & R NORTH LAKE DEV LLLP LA REGINA LLC ML FAMILY LTD PRTNRSHP GOODYEAR TIRE & RUBBER CO NORTH PALM CJA LLC Z BEAR LLC COLUSA INC ARGLO CORP THOMAS NORMAN H LIFETIME TRUST DUDLEY ROSS H & OBEDIENCE TRAINING CLUB OF PALM BEACH CO TMHOWARD ENTERPRISES INC LYONS DON S REV TRUST CASA JUNO LLC SUNSHINE GASOLINE DISTRIBUTORS INC L P FABRICS INC BILLIT INVESTMENTS INC JM WILSON CORP CONTINUING CORNERS LLC K MCFARLIN USRY DC PA BENDER JOHN C OBRIEN FAMILY INVESTMENTS LTD	AERIE #4018  AERIE #4018  LATUBERNE ANNE MARIE  DEGLER MARILYN L  REICHEL REALTY & INVESTMENT INC  BIELER ARTHUR C/O THOMAS SUSAN S TR DUDLEY BRIAN J SMITH FRAN TREASURER C/O  LYONS DON S TR	1001 W JASMINE DR UNIT A 1001 W JASMINE DR # A 1001 W JASMINE DR STE C 1001 W JASMINE DR STE D 8255 BOB O LINK DR 11 CHAPMAN ST 1001 W JASMINE DR STE G 307 KELSEY PARK CIR 745 JACANA WAY 1001 W JASMINE DR STE J 1001 W JASMINE DR STE J 238 BRAVADO LN 11702 LANDING PL 16051 79TH TER N 1321 S KILLIAN DR STE B 8845 N MILITARY TRL STE 100 19778 WILKINSON LEAS RD 133 REGATTA DR 1144 E MARKET ST 162 EAST AVE STE 1A 8656 WENDY LN E 3850 GALT OCEAN DR APT 1111 9603 HUNTERSTON DR 716 NIGHTHAWK WAY 1615 LAKELAND PT 4094 HAPPINESS ST 1377 N KILLIAN DR 9801 BUTTERCUP CIR 10160 ASPEN WAY 1650 NW 87TH AVE 1055 LEADENHALL ST 1009 NEWMAN RD PO BOX 210096 818 NORTHLAKE BLVD 1541 PROSPERITY FARMS RD 1399 N KILLIAN DR STE 2		LAKE PARK LAKE PARK LAKE PARK WEST PALM BEACH INDIAN ORCHARD LAKE PARK PALM BEACH GARDENS NORTH PALM BEACH LAKE PARK LAKE PARK LAKE PARK RIVIERA BEACH NORTH PALM BEACH PALM BEACH GARDENS LAKE PARK PALM BEACH GARDENS TEQUESTA JUPITER AKRON NORWALK ROYAL PALM BEACH FORT LAUDERDALE BOYNTON BEACH NORTH PALM BEACH HIGH POINT WEST PALM BEACH LAKE PARK PALM BEACH GARDENS MIAMI ALPHARETTA LAKE PARK WEST PALM BEACH NORTH PALM BEACH NORTH PALM BEACH LAKE PARK WEST PALM BEACH NORTH PALM BEACH LAKE PARK NORTH PALM BEACH LAKE PARK	FL	33403-2119 M 33403-2119 M 33403-2119 M 33412-2408 M 33412-2408 M 33403-2119 M 33410-3260 M 33408-4707 M 33403-2119 M 33403-2119 M 33408-2119 M 33408-2119 M 33408-2119 M 33408-2119 M 33408-2176 M 33408-3240 M 33418-7479 M 33403-1923 M 33410-6290 M 33408-2176 M 33410-6290 M 33418-7479 M 33410-6290 M 33408-1971 M 33410-5126 M 33408-304 M 33408-308 M	1086 65.16 1102 66.12 1102 66.12 1100 66 1100 66 1100 66 1315 78.9 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1095 65.7 1083 64.98 2618 157.08 4720 283.2 9880 592.8 19112 1,146.72 7455 447.3 6450 387 7888 473.28 1392 83.52 14998 1,463.52 11990 719.4 3456 207.36 3750 225 5000 300 2196 131.76 8750 525 3184 191.04 1764 377.5 8902 534.12 3320 199.2 4588 275.28 4386 263.16 2584 155.04 8500 510 10691 641.46	65.16 66.12 66.12 66.00 78.90 65.70 65.70 65.70 65.70 65.70 65.70 64.98 157.08 283.20 592.80 1146.73 473.28 83.52 1463.52 719.40 207.36 225.00 300.00 131.76 525.00 191.04 377.50 534.12 199.20 275.28 263.16 155.04 510.00 641.46	1,086.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,102.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,100.00 BRANET SQUARE COND 1,1095.00 BRANET SQUARE COND 1,095.00 LAKE PARK ADD NO 3 1,112.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,392.00 LAKE PARK ADD NO 3 1,1990.00 LAKE PARK ADD NO 3 3,466.00 20-42-43 3,750.00 20-42-43, S 170 FT OF NLY 820 5,000.00 GATEWAY INDUSTRIAL PARK 2,196.00 NORTHLAKE BUSINESS PARK 8,750.00 20-42-43, SLY 100 FT OF NLY 1,764.00 KELSEY CITY 8,992.00 KELSEY CITY 4,588.00 KELSEY CITY 4,588.00 LAKE PARK ADD NO 1 2,584.00 LAKE PARK ADD NO 1 8,500.00 NORTHLAKE BUSINESS PARK 10,691.00 NORTHLAKE BUSINESS PARK

00 40 40 00 00 000	CORCON DONALD T DELETERATE	CUREON PONIAL P. T. T. C.	4207 C MILLIANI DO	NAMEST DAVINGOU	<u></u>	20400 4040	7022 NEL 1	AB 1777	A DAD OF MODITUL AND BUILDINGS THE
	GIBSON RONALD T REV TRUST	GIBSON RONALD T TR &	1327 S KILLIAN DR	WEST PALM BCH	FL C1	33403-1918 N		254.40	0
36-43-42-20-09-000-0640	JOE KILLIAN LLC		1331 S KILLIAN DR STE A	LAKE PARK	rL Ci	33403-1988 N		1885,80	110000
36-43-42-20-09-000-0770	1346 LLC		1346 S KILLIAN DR 696 NE 125TH ST	LAKE PARK F	FL FI	33403-1919 N	1 9453 567,18 40659 764,99	567.18	
36-43-42-20-09-000-1032 36-43-42-20-01-002-0270	KELSEY INDUSTRIAL LLC BERTRAM RICHARD E &	BERTRAM TODD R	3174 GROVE RD	PALM BEACH GARDENS	FL	33161-5546 L 33410-2442 H	40659 764,99 1 2964 634,3	764,99 634,30	
	R & K 10TH COURT LLC	DECLINAMI TODO K	301 52ND ST	WEST PALM BEACH	FL	33410-2442 F		207.36	The state of the s
36-43-42-20-04-132-0130	FOREST DEVELOPMENT LLC		1571 NE 45TH ST	FORT LAUDERDALE	FI	33334-5537 N		42.78	713,00 KELSEY CITY
36-43-42-20-01-114-0352	NORTHLAKE GARDENS LLC		1100 NORTHLAKE BLVD	LAKE PARK	FI	33403 N	1 1160 69.6	69.60	
36-43-42-17-01-000-0040	MULLINAX FORD OF PALM BEACH COUNTY LLC		1210 NORTHLAKE BLVD	LAKE PARK	FI	33403-2004 N		503.58	
36-43-42-20-04-132-0140	1416 10TH COURT LLC		1416 10TH CT	LAKE PARK	FL	33403-2007 N		532.80	The second of th
36-43-42-20-00-000-3060	MORSE OPERATIONS INC		2850 S FEDERAL HWY	DELRAY BEACH		33483-3216 N		2061.84	
	J S L LAND CO LLC		PO BOX 530401	WEST PALM BCH		33403-8906 N		70.20	
36-43-42-20-22-000-0500	MARTIN FENCE CO		862 13TH ST	LAKE PARK		33403-2306 N		343.20	11.0.50371
36-43-42-20-07-002-0010	SBDB INVESTMENTS LLC		202 OLD DIXIE HWY	LAKE PARK	FL	33403-3002 N		1590.96	
36-43-42-20-22-000-0110	CARRICK WILLIAMS INC		1450 KINETIC RD	LAKE PARK F	FL	33403-1935 N		432,00	
36-43-42-20-13-000-0030	ADAMS CAROL		1400 OLD DIXIE HWY	LAKE PARK	FL	33403-1955 N		138.48	
	DSE HOLDINGS INC		PO BOX 530185	LAKE PARK		33403-8902 N		971.22	
	HH PB INDUSTRIAL LLC		120 N SWINTON AVE	DELRAY BEACH	FL	33444-2634 N		3255.00	
36-43-42-20-01-116-0060	POULOS MARY		1000 US HIGHWAY 1 APT 100	NORTH PALM BEACH	FL	33408-3854 H	4312 701.01	701.01	
36-43-42-20-29-004-0120	DISCOUNT AUTO PARTS INC #9316	LEASE & PROPERTY TAX ACCOUNTING ATTN:	PO BOX 2710	ROANOKE \	VA	24001-2710 N		360.00	
36-43-42-20-24-000-0000	705 13TH STREET INC		PO BOX 530882	LAKE PARK	FL	33403-8915 N	33701 2,022,06	2022.06	33,701.00 WATER TOWER CENTER PARK
36-43-42-20-25-000-0000	RMO LTD	OPICI LINDA C/O	25 DE BOER DR	GLEN ROCK	NJ	07452-3301 N	26525 1,591,50	1591.50	26,525.00 OPICI COMPANY
36-43-42-20-22-000-0060	AHRENS HOLDINGS		1461 KINETIC RD	LAKE PARK F	FL	33403-1911 N	9867 592,02	592.02	9,867.00 WATER TOWER INDUSTRIAL PARK
36-43-42-20-00-000-7030	SALLEN CHRISTOPHER R TRUST &	DAVIS RICHARD	835 13TH ST	LAKE PARK F	FL	33403-2305 N	1 4704 282.24	282,24	4,704.00 20-42-43, ELY 236.01 FT OF WLY
36-43-42-20-22-000-0280	LAKE PARK WAREHOUSE LLC		7010 BARBOUR RD	WEST PALM BEACH	FL	33407-1002 N	1 4900 294	294,00	4,900,00 WATER TOWER INDUSTRIAL PARK
36-43-42-20-30-000-0020	THOMAS DAVIS INC		610 CLEMATIS ST STE CU5	WEST PALM BEACH F		33401-5391 N	1 16800 1,008.00	1008,00	16,800,00 KELSEY BUSINESS PARK REPL
36-43-42-19-18-001-0000	LAKE PARK SQUARE JOINT VENTURE	ATTN: TAX DEPT 2ETA	PO BOX 1000	MOORESVILLE N	NC	28115-1000 N		8083,62	134,727,00 LOWES OF LAKE PARK
36-43-42-21-03-139-0081	FLORIDA CASH AMERICA INC		1600 W 7TH ST	FORT WORTH 1	TX	76102-2504 N		345,60	5,760,00 LAKE PARK ADD NO 3
36-43-42-20-03-129-0101	1511 PROSPERITY LLC		600 W SADDLE CREEK DR		AZ	86322-4954 N		239,76	- CALCASTEE
36-43-42-20-22-000-0290	KIRMS COMMUNICATIONS LLC		814 14TH ST	LAKE PARK F		33403-2354 N	5000 300	300.00	5,000.00 WATER TOWER INDUSTRIAL PARK
36-43-42-21-29-004-0000	WENDYS PROPERTIES LLC	TAX DEPT C/O	1 DAVE THOMAS BLVD		OH	43017-5452 H	2938 628.73	628,73	
36-43-42-19-19-002-0000	CONGRESS PLAZA WEST		101 PLAZA REAL S STE 200	BOCA RATON F	FL	33432-4856 N		2362,68	39,378,00 NORTHLAKE SQUARE WEST
36-43-42-19-20-001-0012	NORTHLAKE SQUARE EAST LLC	TARGET CORPORATION T-1941/TAX DEPT C/O	PO BOX 9456		MN	55440-9456 F	126125 8,285.76	8285,76	126,125.00 NORTHLAKE SQUARE EAST
36-43-42-20-33-002-0010	1525 FLAGLER CORP		610 CLEMATIS ST STE CU5	WEST PALM BEACH	FL	33401-5391 N	1 2308 138.48	138.48	2,308.00 B02 OLD DIXIE HIGHWAY CONDOMIN
36-43-42-20-33-002-0020	1525 FLAGLER CORP		610 CLEMATIS ST STE CU5	WEST PALM BEACH	FL	33401-5391 N		140.58	
36-43-42-20-33-002-0030	1525 FLAGLER CORP		610 CLEMATIS ST STE CU5	WEST PALM BEACH F	FL	33401-5391 N		140.40	
36-43-42-20-33-002-0040	1525 FLAGLER CORP		610 CLEMATIS ST STE CU5	WEST PALM BEACH F		33401-5391 N		283,68	
36-43-42-20-33-002-0050	1525 FLAGLER CORP		610 CLEMATIS ST STE CU5	WEST PALM BEACH		33401-5391 N	2348 140.88	140.88	
36-43-42-20-33-002-0060	1525 FLAGLER CORP		610 CLEMATIS ST STE CU5	WEST PALM BEACH F		33401-5391 N	2372 142.32	142,32	
36-43-42-20-34-001-0010	G & J REALTY OF THE PALM BEACHES INC		14444 BOXWOOD DR	PALM BEACH GARDENS F		33418-8674 N		136,44	97 (FG 173 7-77)
36-43-42-20-34-001-0020	DONNINI MANAGEMENT COMPANY LLC		658 W INDIANTOWN RD STE 208	JUPITER F		33458-7535 N	2361 141.66	141,66	
36-43-42-20-34-001-0030	DEZIEL LAWRENCE P		9177 SE RIVER TER	JUPITER F	FL	33469-1331 N	2321 139.26	139.26	
36-43-42-20-34-001-0040	THOMAS DAVIS INC		610 CLEMATIS ST STE CU5	WEST PALM BEACH	FL FI	33401-5391 N	9543 572 58	572,58	
36-43-42-20-35-000-0010	B ING THE BEST INC	WADE LICETTE	1351 S KILLIAN DR STE 1	LAKE PARK	FL	33403-1930 N	2312 138.72	138.72	199 F.A. 10
36-43-42-20-35-000-0020	WADE CARLTON A &	WADE LISSETTE	1351 S KILLIAN DR STE 1	LAKE PARK	-L	33403-1930 N		138.72	
36-43-42-20-35-000-0030	WADE CARLTON A &	WADE LISSETTE	1351 S KILLIAN DR STE 1 1351 S KILLIAN DR STE 1	LAKE PARK		33403-1930 N		69.36	3333333
36-43-42-20-35-000-0040	WADE CARLTON A &	WADE LISSETTE	1351 S KILLIAN DR STE 1 1020 COUNTRY CLUB DR	LAKE PARK F NORTH PALM BEACH F		33403-1930 N		138.72	190
36-43-42-20-35-000-0050	J RODNEY FRANCIS LLC LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD		-L OH	33408-3716 N 45440-3203 N		138.72	
36-43-42-20-36-000-0010			4466 INDIAN RIPPLE RD		OH OH	45440-3203 N	221 13.26 560 33.6	13,26 33,60	
36-43-42-20-36-000-0020 36-43-42-20-36-000-0030	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD		OH HC	45440-3203 N		33,60	560.00 LAKE PARK COMMERCE CENTER COND 560.00 LAKE PARK COMMERCE CENTER COND
	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N		33.60	
	ELLA ROSE LLC	-	63 PRINCEWOOD LN	PALM BEACH GARDENS F		33410-1495 N		56,82	
	ELLA ROSE LLC		63 PRINCEWOOD LN	PALM BEACH GARDENS F		33410-1495 N		58.32	
36-43-42-20-36-000-0060	MULLINS FAMILY TRUST &	MULLINS GEORGE C TR	1091 FAIRVIEW LN	RIVIERA BEACH F		33404-2722 N		57,60	
36-43-42-20-36-000-0070	MULLINS FAMILY TRUST &	MULLINS GEORGE C TR	1091 FAIRVIEW LN	RIVIERA BEACH F		33404-2722 N		58.86	
36-43-42-20-36-000-0090	MULLINS LEV D IV	MIDEEN O GEORGE O TIX	2362 EDWARD RD	PALM BEACH GARDENS F		33410-1206 N		54.48	
36-43-42-20-36-000-0100	DCM MARINE LLC		721 KITTYHAWK WAY	NORTH PALM BEACH F		33408-4709 N		58.86	
	MIX LLC		330 S 4TH ST			23219-4350 N		57,60	
	MIX LLC		330 S 4TH ST			23219-4350 N		57.60	
36-43-42-20-36-000-0130	JKAM INVESTMENTS LLC		2246 BAY VILLAGE CT	PALM BEACH GARDENS		33410-2579 N		56.58	
36-43-42-20-36-000-0140	HASSAN KENNETH O		34 SAINT THOMAS DR	PALM BEACH GARDENS F		33418-4598 N		58.08	
36-43-42-20-36-000-0150	HASSAN KENNETH O		34 SAINT THOMAS DR	PALM BEACH GARDENS F		33418-4598 N		58.08	
36-43-42-20-36-000-0160	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N		19.14	
	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD	1 - 1		45440-3203 N		33.60	
	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N		15.30	
	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N		15.30	
36-43-42-20-36-000-0200	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N		36.24	
36-43-42-20-36-000-0210	COLOME JOSE &	COLOME ELIZABETH	305 28TH ST	WEST PALM BEACH F		33407-5205 M		28.20	
36-43-42-20-36-000-0220	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N	482 28.92	28.92	
36-43-42-20-36-000-0230	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD			45440-3203 N		28.56	
36-43-42-20-36-000-0240	HAIGH STEVEN J &	HAIGH DORIS E	80 CELESTIAL WAY APT 306	NORTH PALM BEACH F		33408-2329 N		27.90	11 110 100 100 100 100
36-43-42-20-36-000-0250	STRATEDGE INC		591 EVERNIA ST APT 2518	WEST PALM BEACH F		33401-5984 M		25.86	
36-43-42-20-36-000-0260	AUTOBUILDERS GENERAL CONTRACTING	SERVICES INC	5715 CORPORATE WAY	WEST PALM BEACH F		33407-2003 N		29.16	A CONTRACT OF THE CONTRACT OF
36-43-42-20-36-000-0270	MONK ROBERT T JR TRUST	MONK ROBERT T JR TR	777 HARBOUR ISLE CT	PALM BEACH GARDENS F		33410-4417 N		28.56	
36-43-42-20-36-000-0280	MONK ROBERT T JR TRUST	MONK ROBERT T JR TR	777 HARBOUR ISLE CT	PALM BEACH GARDENS F		33410-4417 M		28.56	
36-43-42-20-36-000-0290	CONCORD PB5 LLC		PO BOX 557909	MIAMI F		33255-7909 M		28.08	
36-43-42-20-36-000-0300	CONCORD PB 5 LLC		PO BOX 557909	MIAMI F		33255-7909 M		28.80	480.00 LAKE PARK COMMERCE CENTER COND
	CONCORD PB5 LLC		PO BOX 557909	MIAMI F		33255-7909 M		28.80	The state of the s
	=":								

36-43-42-20-36-000-0320	CONCORD PB5 LLC		PO BOX 557909		MIAMI	TEI	33255-7909 N	480 28.8	00.00	AND COLLAWS DADIS COMMEDOS CENTED COMP
36-43-42-20-36-000-0320	CONCORD PB 5 LLC		PO BOX 557909	-	MIAMI	FL			28.80	
						FL	33255-7909 N		28,80	27-31-31
36-43-42-20-36-000-0340	CONCORD PB5 LLC		PO BOX 557909		MIAMI	FL	33255-7909 N		28,08	
36-43-42-20-36-000-0350	MONK ROBERT T JR TRUST	MONK ROBERT T JR TR	777 HARBOUR ISLE CT		PALM BEACH GARDENS	FL	33410-4417 N	476 28.56	28,56	476.00 LAKE PARK COMMERCE CENTER COND
36-43-42-20-36-000-0360	MONK ROBERT T JR TRUST	MONK ROBERT T JR TR	777 HARBOUR ISLE CT		PALM BEACH GARDENS	FL	33410-4417 N	476 28.56	28,56	476.00 LAKE PARK COMMERCE CENTER COND
36-43-42-20-36-000-0370	AUTOBUILDERS GENERAL CONTRACTING	SERVICES INC	5715 CORPORATE WAY		WEST PALM BEACH	FL	33407-2003 N	486 29.16	29.16	486.00 LAKE PARK COMMERCE CENTER COND
36-43-42-20-36-000-0380	STRATEDGE INC		591 EVERNIA ST APT 2518		WEST PALM BEACH	FL	33401-5984 N	450 27	27.00	450.00 LAKE PARK COMMERCE CENTER COND
36-43-42-20-36-000-0390	HAIGH STEVEN J &	HAIGH DORIS E	80 CELESTIAL WAY APT 306		NORTH PALM BEACH	FL	33408-2329 N	442 26.52	26.52	
36-43-42-20-36-000-0400	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD		DAYTON	ОН	45440-3203 N		27.24	
36-43-42-20-36-000-0410	LAKE PARK COMMERCE CENTER LLC		4486 INDIAN RIPPLE RD		DAYTON	ОН	45440-3203 N		27.60	
36-43-42-20-36-000-0420	COLOME JOSE &	COLOME ELIZABETH	305 28TH ST		WEST PALM BEACH	E1	33407-5205 N			
36-43-42-20-23-000-0010	GOT SPEED LLC	OCCOME ELIZABETTI	848 12TH ST		LAKE PARK	ET.			28.20	- 20 20 20 2
						FL:	33403-2365 N		948,96	1.54
36-43-42-20-37-001-0010	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		105.84	
36-43-42-20-37-001-0020	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		80.22	1,337,00 KELSEY STATION CONDO
36-43-42-20-37-001-0030	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1315 78,9	78.90	1,315,00 KELSEY STATION CONDO
36-43-42-20-37-001-0040	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1336 80.16	80.16	1,336.00 KELSEY STATION CONDO
36-43-42-20-37-001-0050	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		78.84	
36-43-42-20-37-001-0060	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		80.16	
36-43-42-20-37-001-0070	PETES MOBILE SERVICE INC		PO BOX 445		SCOTTDALE	GA	30079-0445 N		78.90	
36-43-42-20-37-001-0080	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N			
36-43-42-20-37-002-0170			501 MAPLEWOOD DR						79,68	
	KELSEY PROPERTIES LLC				JUPITER	FL	33458-5577 N		79.74	
36-43-42-20-37-002-0180	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		78.84	
36-43-42-20-37-002-0190	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1335 80.1	80.10	1,335,00 KELSEY STATION CONDO
36-43-42-20-37-002-0200	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1314 78.84	78.84	1,314,00 KELSEY STATION CONDO
36-43-42-20-37-002-0210	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1336 80.16	80,16	1,336.00 KELSEY STATION CONDO
36-43-42-20-37-002-0220	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		78.84	
36-43-42-20-37-002-0230	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		80.10	
36-43-42-20-37-002-0240	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		78.84	
36-43-42-20-37-002-0250	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	EI.				
				ļ		FL	33458-5577 N		79.62	
36-43-42-20-37-002-0260	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		78.84	- 237,0005725
36-43-42-20-37-002-0270	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		80.10	1,335,00 KELSEY STATION CONDO
36-43-42-20-37-002-0280	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1314 78.84	78,84	1,314.00 KELSEY STATION CONDO
36-43-42-20-37-002-0290	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	1335 80.1	80.10	1,335.00 KELSEY STATION CONDO
36-43-42-20-37-002-0300	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		78.84	7.755.555.5
36-43-42-20-37-002-0310	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FI	33458-5577 N		80.10	1/6.0/.5036.
36-43-42-20-37-002-0320	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FI	33458-5577 N			1,1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1
36-43-42-20-37-003-0090	1335 ODH UNIT 9 LLC &	EISON CONST COMPANY INC	1335 OLD DIXIE HWY UNIT 9		LAKE PARK	I L	100		103,14	
		EISON CONST COMPANT INC				IFL	33403-1967 N		64.20	10.1000
36-43-42-20-37-003-0100	KELSEY STATION UNIT 10 LLC		2530 HOPE LN W		PALM BEACH GARDENS	FL	33410-1230 N		60,90	
36-43-42-20-37-003-0110	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		57.84	964,00 KELSEY STATION CONDO
36-43-42-20-37-003-0120	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	912 54,72	54.72	912.00 KELSEY STATION CONDO
36-43-42-20-37-003-0130	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	961 57.66	57.66	961.00 KELSEY STATION CONDO
36-43-42-20-37-003-0140	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N	809 48,54	48.54	
36-43-42-20-37-003-0150	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FL	33458-5577 N		43.50	
36-43-42-20-37-003-0160	KELSEY PROPERTIES LLC		501 MAPLEWOOD DR		JUPITER	FI	33458-5577 N		36.84	
36-43-42-20-38-000-0010	R & W OF SOUTH FLORIDA LLC		16694 108TH TER N		JUPITER	F)	33478-6248 M			
						FL			23.52	
36-43-42-20-38-000-0020	R & W OF SOUTH FLORIDA LLC		16694 108TH TER N		JUPITER	FL	33478-6248 N		23,52	
36-43-42-20-38-000-0030	R & W OF SOUTH FLORIDA LLC		16694 108TH TER N		JUPITER	FL	33478-6248 N		23,52	392.00 BUNKER OFFICE WAREHOUSE CONDO
36-43-42-20-38-000-0040	PITTS FAMILY TRUST	PITTS VERNON A TR	11142 OAK WAY CIR		PALM BEACH GARDENS	FL	33410-3316 M	742 44.52	44.52	742.00 BUNKER OFFICE WAREHOUSE CONDO
36-43-42-20-38-000-0050	ERWIN TERESA L		425 DRIFTERWOOD RD		NORTH PALM BEACH	FL	33408-4811 M	742 44.52	44.52	742.00 BUNKER OFFICE WAREHOUSE CONDO
36-43-42-20-38-000-0060	SHEPARD REALTY INC		PO BOX 530398		LAKE PARK	FL	33403-8906 N	742 44.52	44.52	742.00 BUNKER OFFICE WAREHOUSE CONDO
36-43-42-20-38-000-0070	KEYSER LEON		1339 S KILLIAN DR STE 7		LAKE PARK	FL	33403-1952 M		43.56	
36-43-42-20-38-000-0080	JGM ENTERPRISES II LLC		2287 FLAMINGO RD		PALM BEACH GARDENS	FI	33410-1331 M		40.02	
36-43-42-20-38-000-0090	JGM ENTERPRISES II LLC		2287 FLAMINGO RD		PALM BEACH GARDENS		33410-1331 M			
36-43-42-20-38-000-0100	5 HORN HOLDINGS LLC		1338 S KILLIAN DR STE 12			FL	33403-1951 M			1,275.00 BUNKER OFFICE WAREHOUSE CONDO
36-43-42-20-00-000-7010	MASCHMEYER PROPERTIES 1142 INC		1142 WATER TOWER RD				- teachers and the second			2,022,00 BUNKER OFFICE WAREHOUSE CONDO
					LAKE PARK	FL	33403-2316 M		263,58	111111111111111111111111111111111111111
36-43-42-20-09-000-1031	CHITTAM ROSWELL LLC		580 BURBANK ST UNIT 115		BROOMFIELD	CO	80020-7166 M			29,640.00 NORTHLAKE BUSINESS PARK
36-43-42-20-09-000-1033	MULLINAX FORD OF PALM BEACH COUNTY LLC		1210 NORTHLAKE BLVD		LAKE PARK	FL	33403-2004 M			49,283,00 NORTHLAKE BUSINESS PARK
	WAL MART STORES EAST LP	PROPERTY TAX DEPART C/O	PO BOX 8050	MS 0555	BENTONVILLE	AR	72712-8055 H	214698 19,917.99	19917.99	214,698 00 WAL MART AT LAKE PARK
36-43-42-19-21-000-0012	MURPHY OIL USA INC	ROWAN BRYCE C/O	PO BOX 7300		EL DORADO	AR	71731-7300 H	574 122.84	122,84	
36-43-42-19-17-007-0000	SRI REAL ESTATE PROPERTIES LLC		300 JOHNNY BENCH DR		OKLAHOMA CITY	ОК	73104-2471 H	1812 387.77	387.77	
36-43-42-19-21-000-0020	BANK OF AMERICA NA		101 N TRYON ST			NC	28246-0100 M		284.40	
36-43-42-19-23-000-0010	CONGRESS AVENUE PROPERTIES LTD		4500 PGA BLVD # 207		PALM BEACH GARDENS	FI	33418-3965 M			99,604.00 CONGRESS AVENUE RETAIL
36-43-42-20-04-131-0041	CHOWDHURY & SON ENTER PRISE INC		952 NORTHLAKE BLVD		LAKE PARK	FL	33403-2001 H			
36-43-42-20-39-000-0010	CROWN ENTERPRISES LLC		8394 SAWPINE RD			r L	The state of the s	2056 439.98		2,056.00 LAKE PARK ADD NO 2
					DELRAY BEACH	rL =:	33446-9795 H	1250 267.5	267.50	
36-43-42-20-39-000-0020	CROWN ENTERPRISES LLC		8394 SAWPINE RD		DELRAY BEACH	FL	33446-9795 M		78,00	The second secon
36-43-42-20-39-000-0030	CROWN ENTERPRISES LLC		8394 SAWPINE RD		DELRAY BEACH	FL	33446-9795 M		318,90	5,315.00 TROTTER CHRISTMAN CONDO
36-43-42-21-29-001-0000	SAN FIZ INC		2720 10TH AVE N STE 1		LAKE WORTH	FL	33461-3100 M	4176 250 56	250,56	4,176.00 NORTHLAKE PROMENADE SHOPPES PU
36-43-42-19-23-000-0020	CONGRESS AVENUE PROPERTIES LTD	PETSMART INC C/O	19601 N 27TH AVE		PHOENIX	AZ	85027-4008 M		1245.00	20,750.00 CONGRESS AVENUE RETAIL
36-43-42-20-40-001-0000	SC LAKE PARK ASSOCIATES LLLP		302 DATURA ST STE 100		WEST PALM BCH	FL	33401-5481 H	68314 4,884.24		68,314.00 PLAZA AT LAKE PARK PUD
36-43-42-20-40-002-0000	SC LAKE PARK ASSOCIATES LLLP		302 DATURA ST STE 100		WEST PALM BCH	FL	33401-5481 M			95,272.00 PLAZA AT LAKE PARK PUD
36-43-42-20-40-003-0000	PARMA ENTERPRISES LLC		170 LAKE RD		HUNTINGTON	NY	11743-3942 H			
36-43-42-20-10-000-0080	SIMPLIFIED HOLDINGS LLC		1300 GATEWAY RD		LAKE PARK	FL	The second secon	3938 842.73	842.73	
		DVAN TAY COMPLIANCE PERVELLO CO	PO BOX 460049	DEPT 501		-	33403-1970 M			5,288.00 GATEWAY INDUSTRIAL PARK
36-43-42-19-25-006-0000	AI FUND III LLC	RYAN TAX COMPLIANCE SERVS LLC C/O		DEI 1 001	HOUSTON	TX	77056-8049 H	16934 3,623,88		16,934.00 CONGRESS BUSINESS PARK PUD
36-43-42-19-25-002-0000	RACETRAC PETROLEUM INC		PO BOX 2437		SMYRNA	GA	30081-2437 H	5980 1,279,72		5,980.00 CONGRESS BUSINESS PARK PUD
36-43-42-21-31-001-0010	EARL STEWART LLC		1215 N FEDERAL HWY		LAKE PARK	FL	33403-2895 M		4429.02	73,817.00 STEWART TOYOTA PLAT NO 2
36-43-42-21-32-008-0000	REAL SUB LLC		PO BOX 32018			FL	33802-2018 H	56575 11,485.51	11,485.51	56,575.00 NORTHLAKE PROMENADE SHOPPES PU
36-43-42-21-32-009-0000	NORTHLAKE PROMENADE SHOPPES LLC		3200 N MILITARY TRL STE 400		BOCA RATON	FL	33431-6310 H	10558 852.16		10,558.00 NORTHLAKE PROMENADE SHOPPES PU
36-43-42-19-26-001-0021	ADM FLORIDA PROPERTIES LLC		333 W 4TH ST		MARION	IN	46952-4013 H	4765 1,019.71	1,019.71	
	AUTOZONE STORES LLC		123 S FRONT ST DEPT 8341				38103-3607 M	7360 441.60		7,360.00 CONGRESS BUSINESS PARK PLAT NO
-					•		A CONTRACTOR OF A STATE OF A STAT		171.00	SSISS SSISSION CONTROL FOR MINITER INC

36-43-42-19-26-007-0000	SPACEBOX LAKE PARK LLC	112 SHEFFIELD LOOP STE D	HATTIESBURG	MS.	39402-1406	L	67200 1,101.60	1,101.60	67,200.00 CONGRESS BUSINESS PARK PLAT
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lu-t	lu i e		U-lin num 5	Haliaaiiia	Halinava 7	1
Unknown2	Unknown3	Unknown4	Unknown5	Unknown6	Unknown7	
FT OF S 150 FT OF NW 1/4	5 244 25 57 25 25 444 25 4844	AMAN OF OLD DIVISIONS				
NLY 75,67 FT OF S 149,93 FT OF	E 211,85 FT OF SE 1/4 OF NW	1/4 W OF OLD DIXIE HWY				
WLY 100 FT OF SLY 74,96 FT	& WLY 73,15 FT OF NLY 74,97	FT OF SLY 150 FT OF ELY	312.6 FT OF SE 1/4 OF NW 1/4	W OF OLD DIXIE HWY IN OR1847	P975	
193 FT OF N 1/2 OF NW 1/4	OF NW 1/4 LYG W OF & ADJ TO OL	D DIXIE HWY R/W	(LESS N 72 FT & TRGLR PAR NORT	HLAKE BLVD R/W\$)		
OF W 1/2 OF SE 1/4 OF NW 1/4	LYG ELY OF OLD DIXIE HWY					
FT OF W 1/2 OF SE 1/4 OF	NW 1/4 LYG ELY OF OLD DIXIE	HWY				
OF W 1/2 OF SE 1/4 OF NW 1/4	LYG ELY OF OLD DIXIE HWY					
OF W 1/2 OF SE 1/4 OF NW 1/4	LYG E OF & ADJ TO OLD	DIXIE HWY R/W				
OF W 1/2 OF SE 1/4 OF NW 1/4	LYG ELY OF OLD DIXIE HWY					
OF W 1/2 OF SE 1/4 OF NW 1/4	LYG ELY OF OLD DIXIE HWY			<del>                                     </del>		
ELY 385.15 FT OF N 100 FT OF	S 250 FT OF SE 1/4 OF NW 1/4	LYG W OF OLD DIXIE HWY				
ELY 385 15 FT OF N 200 FT OF	S 450 FT OF SE 1/4 OF NW 1/4	LYG W OF OLD DIXIE HWY				
W 1/4 LYG W OF & ADJ TO FEC RR			NE 1/4 OF CW 1/4 LVC W OF R AD	J TO RAILROAD AVE R/W		
	R/W & NLY 31 64 FT OF WLY 183	90 FT OF ELY 332.77 FT OF	NE 1/4 OF SW 1/4 LYG W OF & AD	J TO RAILROAD AVE RIVV		
OF SLY 1220 FT OF NW 1/4 LYG	E OF OLD DIXIE HWY IN OR2194	P1701				
OF WLY 173,33 FT OF TH PT OF	W 1/2 OF E 1/2 OF SE 1/4 OF NW	1/4 LYG E OF & ADJ TO OLD	DIXIE HWY R/W			
S 1/2 OF NW 1/4 W OF DIXIE HWY	(LESS W 888,19 FT & RD R/W IN	OR3409P384)				
430,68 FT OF NELY 146 FT OF SE	1/4 LYG SELY OF & ADJ TO INDUS	TRIAL AVE R/W & SWLY OF &	ADJ TO OLD DIXIE HWY R/W			
5 FT OF E 250 FT OF SW 1/4 OF	SE 1/4 LYG W OF & ADJ TO OLD D	IXIE HWY (LESS S 40 FT SILVER	BEACH RD & RTN CRV AREA R/WS)			
16.32 FT OF ELY 431.32 FT OF	SW 1/4 OF SE 1/4 LYG W OF FEC	RY R/W (LESS S 40 FT SILVER	BEACH RD R/W)			
261 FT OF S 872 63 FT OF SE	1/4 & E 133.05 FT OF N 261 FT	OF S 872.63 FT OF SW 1/4				
286.95 FT OF N 261 FT OF S	872.63 FT OF SE 1/4					
1020 FT OF ELY 206 31 FT OF	WLY 1111.31 FT OF NW 1/4 OF	SW 1/4				
OF ELY 236.19 FT OF WLY	1111.31 FT OF NW 1/4 OF SW 1/4	(LESS W 30 FT RD R/W)				
		17:				
OF ELY 135.90 FT OF WLY	1010,90 FT OF NW 1/4 OF SW 1/4	(LESS W 30 FT RD R/W)				
1/4 IN OR1691P147			105 0 57 05 51 1/ 155 0 57 05 1/2/	4/4 05 004/4/4 (1 500 11 50 50 50 50 50 50 50 50 50 50 50 50 50	DTN ODWANTED TOWER OF THE	
OF E 320 FT OF NW 1/4 OF SW	1/4 (LESS N 60 FT WATER TOWER	RD R/W) & N 250 FT OF WLY	105.9 FT OF ELY 425.9 FT OF NW	1/4 OF SW 1/4 (LESS N 60 FT &	RTN CRV WATER TOWER RD R/WS)	
OF AREA A, PT OF E 1/2 OF SW	1/4 & TRGLR TR LYG ELY	THEREOF IN OR1524P570 /LESS	OLD DIXIE HWY R/W/			
FT OF S 113 FT OF AREA B AS	MEASURED ALONG OLD DIXIE IN	OR1366P58 (LESS OLD DIXIE HWY	R/W)			
PARCEL IN AREA D AS IN OR1774	P1496 (LESS RD R/W AS IN	OR3420P1528)				
/4 LYG BET OLD DIXIE HWY &	DRAKE LUMBER CO RY R/WS & S OF	& ADJ TO WATER TOWER RD R/W	IN OR9089P714, OR11838P1356 &	OR19731P366		
SE 1/4 OF SW 1/4 IN	OR8391P1401 (LESS SLY 48.83 FT	SILVER BEACH RD R/W)				
LTS 14 & 15 BLK 1 & TH PT OF	ABNDED 9TH COURT LYG ELY & ADJ	THERETO				
LTS 16 TO 25 INC BLK 1 & TH PT	OF ABNDED 9TH COURT LYG ELY	OF & ADJ THERETO				
LTS 1 THRU 7 BLK 2		0, 0, 0, 0, 0, 0, 0, 0				
LTS 8 TO 10 INC BLK 2						
LTS 11 TO 13 INC BLK 2						
LTS 14 TO 18 INC BLK 2						
LTS 19 TO 25 INC BLK 2						
LTS 24 TO 28 INC BLK 3						
LTS 29 & 30 BLK 3						
LTS 31 TO 36 INC BLK 3						
LTS 37 TO 42 INC BLK 3						
LTS 43 TO 46 INC BLK 3						
LTS 1 & 2 BLK 6						
LTS 3 TO 10 INC BLK 6						
LTS 11 TO 17 INC BLK 6						
LTS 18, 19 & 20 BLK 6						
LTS 21 TO 24 INC BLK 6						
LTS 1 TO 17 INC BLK 10						
	DI K 40					
LTS 18, 19 & E 10 FT OF LT 20	BLK 10					
E 1/2 OF LT 39 & LTS 40 & 41	BLK 11		-			
LTS 42 TO 44 INC BLK 11						
LTS 45 TO 48 INC BLK 11						
LTS 30 TO 37 INC BLK 33						
LT 24 & 25 (LESS TR IN DB555	P125) & LTS 29 TO 32 INC BLK	34				
LTS 26 TO 28 INC BLK 34						
LTS 33 TO 37 INC BLK 34						
LTS 24 TO 28 INC BLK 35						
LTS 29 TO 33 INC BLK 35				==		
LTS 21 TO 31 INC BLK 36						
LTS 31 THRU 33 (LESS US HWY 1	R/W) BLK 37					
LTS 34 THRU 35 (LESS US HWY 1	R/W) BLK 37					
LTS 31 TO 40 INC BLK 38	, beitor					
LTS 37 TO 39 INC BLK 39	-					
LTS 40 & 41 BLK 39					<del> </del>	
LTS 29 TO 35 INC BLK 40						
LTS 36 TO 41 INC BLK 40						
LTS 21 & 22 BLK 41						
LTS 21 & 22 BLK 42						
LTS 23 TO 31 INC BLK 42						
LTS 21 TO 25 INC /LESS W 35	FT/ BLK 43					
LOTS 26 TO 31 INC BLK 43						
LTS 20 TO 30 BLK 44						
LTS 1 TO 3 INC & N 20 FT OF	LT 4 BLK 45					
S 5 FT OF LT 4 & LTS 5 & 6 & N	5 FT OF LT 7 BLK 45					
LT 7 /LESS N .5 FT/ & LTS 8 TO	12 INC BLK 45				<del> </del>	
	12 ING DEN 40					
LT 13, 14 & 15 BLK 45						
LTS 16 TO 19 INC BLK 45						

LTS 20 TO 24 INC BLK 45						
LTS 1 THRU 6 & N 14 FT LT 7 BL	K 46					
LT 7 (LESS N 14 FT & W 46.5	FT) LTS 8 & 9 (LESS W 46.5 FT)	BLK 46				
	F1) L13 8 & 9 (LE33 W 40,3 F1)	BLN 40				
LTS 10 & 11 BLK 46						
LOTS 12 TO 15 INC /LESS W 46.5	FT/ BLK 46					
LTS 22 & 23 BLK 46						
LTS 24 TO 27 BLK 46						
LTS 9, 10, 11 & 12 BLK 47						
LTS 29, 30, 31 & 32 BLK 47						
LTS 1 TO 4 INC BLK 48						
LTS 13 TO 32 INC BLK 52						
	+					
LTS 12 THRU 33 BLK 73						
LOTS 17 TO 24 INC BLK 75						
LTS 19 TO 30 INC BLK 76						
LTS 19 TO 24 INC & LOTS 25 TO	30 INC (LESS SLY 50 FT) BLK 78					
SLY 50 FT OF LOTS 25 TO 30 INC	BLK 78					
LOTS 19 TO 30 INC BLK 79						
LTS 1 TO 42 INC & A PARCEL LYG	SLY & ADJ TO LOTS 29 TO 42 IN	OR 1273 P 560 BLK 104		+	-	
LTS 1 TO 8 INC /LESS W 20 FT	RD R/W/ & W 108 FT OF LTS 39	TO 46 INC BLK 114				
LTS 9 TO 12 (LESS US HWY # 1	R/W) & WLY 10 FT OF LTS 35 TO	38 BLK 114				
LTS 13 TO 15 INC /LESS CO RD	R/W/ & W 70 FT OF LTS 32 TO 34	INC BLK 114				
LTS 1 THRU 5 (LESS W 20 FT FED	ERAL HWY R/W) & W 70 FT	OF LTS 18 THRU 22 BLK 115				
LTS 7 THRU 11 (LESS W 20 FT FE	DERAL HWY R/W) & W 70 FT	OF LTS 12 THRU 16 BLK 115				
LTS 1 THRU 5 (LESS W 20 FT US	1 RD R/W), WLY 96.21 FT OF	LTS 18 & 19 & W 95 FT OF LTS	20 THRU 22 BLK 116			
LTS 1 TO 7 INC &	E 5 FT OF LT 8 BLK 117					
LTS 9 TO 16 INC /LESS W 20 FT	OF LT 9 RD R/W/ BLK 117		1			
LTS 2 TO 15 INC /LESS W 20 FT	RD R/W IN LTS 8 & 9/ BLK 119	00 NIO DI 14 122				
LTS 1 TO 11 INC (LESS W 20 FT	RD R/W) & W 95 FT OF LTS 12 TO	22 INC BLK 120				
NLY 193.07 FT AS MEASURED ALG	E LINE OF BLK 4-A					
SLY 348 45FT OF NLY 541 52FT	MEASURED ALG E LINE AS IN	OR 1577 P 63 & OR 1901 P 868	BLK 4-A			
N 525 FT OF S 1200 FT OF	BLK 4-A (LESS NLY 82.9 FT	AS IN OR 1901 P 868)				
LT 1 BLK 125	<del>                                     </del>					
LT 2 BLK 125						
	D4147) DLK 495					
LT 3 (LESS PORTION IN OR2241	P1147) BLK 125					
W 49 FT OF N 62 FT & S 63 FT	OF LT 5 BLK 125					
LT 30 & TRGLR TR IN LT 31 LYG	ELY THEREOF & ADJ THERETO IN	OR1048P118				
LT 31 /LESS TRGLR TR IN OR1048	P118/ BLK 125					
LT 32 BLK 125						
LT 33 BLK 125						
LT 34 BLK 125						
LT 1 & W 52 FT OF LT 2 BLK 126						
E 52 FT OF LOT 4 & LOT 5	BLK 126					
LT 6 BLK 126						
LT 7 BLK 126						
LT 9 & LT 10 (LESS N 38 FT)	BLK 129					
LT 12 BLK 129			_			
LOT 14 BLK 129						
LT 16 BLK 129						
LTS 1 & 2 BLK 130						
LTS 3 & 4 BLK 130						
LTS 5 TO 7 INC BLK 130						
LOT 15 BLK 130						
SLY 12 12 FT OF ELY 29 39 FT O	F LT 1, LT 2 (LESS NLY 127,89	FT OF W 3.72 FT & NLY 116.54 F	T OF ELY 20 FT OF WLY 23.72 FT	K/A PAR 2 IN OR22312P848, LT 3	LT 4 (LESS NLY 18.09 FT	56 20 ET)   TC 44 9 45 9   T
LT 1 (LESS SLY 12.12 FT OF ELY	29.39 FT), NLY 127.89 FT OF W	3.72 FT & NLY 116.54 FT OF ELY	20 FT OF WLY 23.72 FT OF LT 2	K/A PAR 2 IN OR22312P848, NWLY	26.70 FT OF WLY 70.24 FT OF	56,29 FT), LTS 14 & 15 & LT
SLY 61 35 FT OF LT 9, LT 10, N		SLY 56.29 FT OF LT 13 BLK 131	A/K/A PARS 1 & 2 IN OR8560		20.10 FT OF WET 10.24 FT OF	LT 16 BLK 131
	110.94 FT OF LT 11, LT 12,		FINA FARS I & Z IN UR0000	P1500		
LT 11 (LESS N 110.94 FT & RRN	CRV PROSPERITY FARMS RD R/W	BLK 131				
LT 1 BLK 132						
LT 4 BLK 132						
LT 5 BLK 132						
N 50 FT OF LOT 6 BLK 132						
S 50 FT OF LOT 6 BLK 132						
LT 7 BLK 132						
		+				
IT R RI K 132						
LT 8 BLK 132						
LT 9 BLK 132						
LT 9 BLK 132 LT 10 BLK 132						
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132		*				
LT 9 BLK 132 LT 10 BLK 132		•				
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132		*				
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132						
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132		*				
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1 20 FT/ BLK 132	20 DLV 422					
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1 20 FT/ BLK 132 N 1 20 FT OF LT 18 & LTS 19 &	20 BLK 132					
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1,20 FT/ BLK 132 N 1,20 FT OF LT 18 & LTS 19 & LT 21 BLK 132	20 BLK 132					
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1,20 FT/ BLK 132 N 1,20 FT OF LT 18 & LTS 19 & LT 21 BLK 132	20 BLK 132					
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1,20 FT/ BLK 132 N 1,20 FT OF LT 18 & LTS 19 & LT 21 BLK 132 LT 22 BLK 132	20 BLK 132  ALONG E LI					
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1,20 FT/ BLK 132 N 1,20 FT 0F LT 18 & LTS 19 & LT 21 BLK 132 LT 22 BLK 132 LT 22 BLK 132 TR A (LESS NLY 277 FT) MEAS	ALONG E LI	NLY 231.86 FT OF WLY 81 20 FT	OF TR A			
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1 20 FT/ BLK 132 N 1 20 FT OF LT 18 & LTS 19 & LT 21 BLK 132 LT 22 BLK 132 TR A (LESS NLY 277 FT) MEAS SLY 115.77 FT OF NLY 277 FT OF	ALONG E LI ELY 174 FT & SLY 102.86 FT OF	NLY 231.86 FT OF WLY 81.20 FT	OF TR A			
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1 20 FT/ BLK 132 N 1 20 FT OF LT 18 & LTS 19 & LT 21 BLK 132 LT 22 BLK 132 TR A (LESS NLY 277 FT) MEAS SLY 115.77 FT OF NLY 277 FT OF N 161 23 FT OF E 174 FT OF TR	ALONG E LI ELY 174 FT & SLY 102.86 FT OF A	NLY 231.86 FT OF WLY 81.20 FT	OF TR A			
LT 9 BLK 132 LT 10 BLK 132 LT 11 BLK 132 LT 12 BLK 132 LT 16 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 17 BLK 132 LT 18 /LESS N 1 20 FT/ BLK 132 N 1 20 FT OF LT 18 & LTS 19 & LT 21 BLK 132 LT 22 BLK 132 TR A (LESS NLY 277 FT) MEAS SLY 115.77 FT OF NLY 277 FT OF	ALONG E LI ELY 174 FT & SLY 102.86 FT OF	NLY 231.86 FT OF WLY 81.20 FT	OF TR A			

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W 130 FT OF S 150 FT OF BLK A				
ALL /LESS W 145 FT & OLD DIXIE	RD R/W/ BLK A			
LT 2 & LT 3 (LESS S 18 FT) BLK	В			
S 18 FT OF LT 3 & N 42 FT OF	LT 4 BLK B			
LT 4 /LESS N 42 FT/ BLK B	E1 4 DER D			
LTS 5, 6 & 7 (LESS S 5 FT SILV	ER BEACH RD R/W) BLK B			
N 80 FT OF LT 1 BLK C	ER BEACH RO RIVIJ BER B	<del> </del>		
	00 F FT OF LT 0 DLW 0			
S 20 FT OF LT 1, LT 2 & N	22.5 FT OF LT 3 BLK C			
S 77 95 FT OF LT 3 BLK C				
LT 4 BLK C				
LTS 5 & 6 (LESS S 5 FT SILVER	BEACH RD R/W) BLK C			
LT 7 (LESS S 5 FT SILVER BEACH	RD R/W) BLK C			
LTS 8 THRU 10 (LESS S 5 FT SIL	VER BEACH RD R/W) & LT 11	BLK C		
LT 12 BLK C	TENTE CONTROL OF THE			
LTS 13 & 14 BLK C				
LT 1 BLK D				
LT 2 BLK D				
LT 3 BLK D				
LT 4 BLK D				
LT 5 BLK D				
LT 6 (LESS S 5 FT SILVER BEACH	RD R/W) BLK D			
LTS 7 & 8 (LESS S 5 FT SILVER	BEACH RD R/W) BLK D			
TS 5 & 6				
_T 7				
LT8				
LT 9				
LT 10				
LT 11				
LT 14 & 15				
LT 16 & E 25 FT OF LT 17				
W 30 FT OF LT 17 & LT 18				
LT 24 TO 27 INC				
LTS 28 & 29				
LT 30 & LT 31				
LT 32 & LT33				
T 34 & 35				
LT 36 & 37				
LOTS 38 & 39				
LOTS 46 TO 48 INC				
OTS 51 TO 52				
OTS 53 & 54				
LTS 55 & 56				
LTS 57 & 58				
W 1/2 OF LT 60 & LT 61				
LT 70				
LTS 71 TO 73				
_T 75				
T 76				
TS 80 & 81				
OTS 86 & 87				
TS 88 & 89				
OTS 90 & 91				
OTS 92 & 93				
T 99 (LESS W 3.61 FT), LT	100 101 8 102			
	100, 101 & 102			
OT 1 (LESS OLD DIXIE HWY R/W)				
TS 2 & 3				
-OT 4				
HWY BLDG COND	UNIT 1			
HWY BLDG COND	UNIT 2			
HWY BLDG COND	UNIT 3			
HWY BLDG COND	UNIT 4			
HWY BLDG COND	UNIT 5			
HWY BLDG COND	UNIT 6			
HWY BLDG COND	UNIT 7			
HWY BLDG COND	UNIT 8			
HWY BLDG COND	UNIT 9			
HWY BLDG COND	UNIT 10			
COND	UNIT 1			
COND	UNIT 2			
COND	UNIT 3			
COND	UNIT 4			
COND	UNIT 5			
COND	UNIT 6			
GUND				 
	UNIT 7			
COND				
COND	UNIT 8			
COND COND COND	UNIT 8 UNIT 9			
COND COND COND	UNIT 8 UNIT 9 UNIT 10 & UNIT 11			
COND COND COND	UNIT 8 UNIT 9 UNIT 10 & UNIT 11	2		
COND COND COND COND COND COND COND D COND	UNIT 8 UNIT 9	2		

ELGO	Tana and an	TVII				
ELGO	COND	UNITS 6,7,8 & 9				
BLOG	BLDG					
DE 2	BLDG	UNIT 2				
DE 2	BLDG	UNIT 3				
DES	UNIT 1					
Did	UNIT 2					
DATE	UNIT 3					
Date	UNIT 4					
CAPT	UNIT 5					
CAPT	UNIT 6					
Color	UNIT 7					
ANT 1  ANT 12  ANT 12  ANT 13  ANT 14  ANT 14  ANT 15  ANT 15  ANT 15  ANT 16	UNIT 8					
SAF 19 SA	UNIT 9	+				
SOFT 16	UNIT 10					
ACT OF CONTROL	UNIT 11					
Control   Cont	LINIT 12					
CAPT 102	UNIT 12					
Curring	UNIT 100		<u>                                     </u>			
Dut 168	UNIT 102					
DATT 105  DATT 107  DATT 108  DATT 1	UNIT 103					
DATE 106						
DUT 107	UNIT 105					
DATE	UNIT 106					
UNIT 100	UNIT 107					
UNIT 100	UNIT 108					
UNIT 10	UNIT 109					
UNIT 11	UNIT 110					
UNIT 12	UNIT 111					
MUT 202   MUT 202   MUT 202   MUT 202   MUT 203   MUT 207   MUT	UNIT 112					
MIT 200	UNIT 201	†				
MAT 203		<del> </del>				
UNIT 760	UNIT 203	+				
WAT 200	UNIT 204	+				
MAT 200	LINIT 205					
INT 207  INT 207  INT 217  INT	UNIT 200					
INT 200 INT 201 INT 20	LINIT 207					
UNIT 200 UNIT 211 UNI	UNIT 207					
UNIT 210 UNIT 212 UNIT 212 UNIT 212 UNIT 213 UNIT 213 UNIT 214 UNIT 215 UNI	UNIT 208					
UNIT 21	UNIT 209					
UNIT 28	UNIT 210					
UNIT 6 UNIT C UN	UNIT 211					
UNIT 6	UNIT 212					
UNIT C UNIT E UNIT G UN	UNIT A					
UNIT C UNIT E UNIT G UN	UNIT B					
UNIT						
UNIT 6	UNIT D					
UNIT F	UNIT E					
UNIT	UNIT F					
UNIT H UNIT K UNIT I UNIT M UNIT 101 UNIT 101 UNIT 101 UNIT 101 UNIT 101 UNIT 102 UNIT 103 UNIT 103 UNIT 104 UNIT 105 UNIT 105 UNIT 105 UNIT 106 UNIT 107 UNIT 107 UNIT 107 UNIT 107 UNIT 108 UN	UNIT G					
UNIT I UNIT I UNIT I UNIT I UNIT I UNIT I UNIT 101 UNIT 102 LT 3 & W 39.1 FT OF LT 4 LT 4 LT 5 & LT	UNIT H					
UNIT K	LINIT					
UNIT 1 UNIT 10 UNIT 10 UNIT 101 UNIT 102 UNIT 102 UNIT 103 UNIT 103 UNIT 103 UNIT 104 UNIT 105 UNIT 105 UNIT 105 UNIT 106 UNIT 107 UNIT 107 UNIT 107 UNIT 107 UNIT 108 UNIT 10						
UNIT NO						
UNIT 101			<u> </u>			
UNIT 101 UNIT 102 LOT 2 BLK 139 LT 4 (LESS W 39.1 FT) & LT 5 ESS E 50 FT) BLK 139 LT 4 (LESS W 39.1 FT) & LT 5 ESS E 50 FT) BLK 139 LY 40 Z5 FT OF LT 9 & LT 10 LT 9 LK 139 LY 40 Z5 FT OF LT 9 & LT 10 LT 18 LT 20 LT 9 LK 139 LT 19 LK 129 LT 19 LK 129 LT 19 LK 149 LT 19 LK 149 LT 13 BLK 46 LT 15 LT 13 LT 19 LK 120 LT 18 LK 1						
UNIT 102 LTS 3 & W 39.1 FT OF LT 4 ESSE 79.9 LT 5 3 & W 39.1 FT OF LT 4 ES FOFT LOT 5 & LOT 6 BLK 139 LT 5 (LESS W 39.1 FT D & LT 5 ES FOFT LOT 5 & LOT 6 BLK 139 LT 7 & LESS W 39.1 FT D & LT 5 ES FOFT LOT 5 & LOT 6 BLK 139 LT 7 & LT 8 (LESS E 76.2 FT) BLK 139 LT 7 & LT 8 (LESS E 76.2 FT) BLK 139 LT 10 LT 1 & LT 8 & LT 10 LT 1 &						
LOT 2 BIK 139  LT 4 (LESS W 39.1 FT) & LT 5  (LESS E 50 FT) BLK 139  LT 7 & LT 5 (LESS E 56.2 FT) BLK 139  ELY 40.25 FT OF LT 7 & LT 10  ELY 40.25 FT OF LT 9 & LT 10  BLK 139  BLS 14 MO  BLS 2 BIK 140  BLS 3 BLK 140  BLS 4 5 BLK 140  BLS 4 5 BLK 140  BLS 2 BLY 7 62 BT 10 FELY 212 GD FT  FT OF ELY 29.5 FT OF ELY 212.6 D FT  BLY 40.25 FT OF LY 212.5 D FT  BLY 40.25 FT OF LY 172.5 FT OF WLY 94.5 FT  OF NW 1/4 OF SW 1/4 AKKALTS  AKKALT 44 LAKE PK IND SITES  UNREC  DNREC  DNREC  BLS W 15 FT) BLK 37  BLS W 15 FT OF LY 12.1 BLK 46  LT 15 ALT 10 BLK 126  BLK 139  BLK 130  BLK 139  BLK 139  BLK 139  BLK 139  BLK 139  BLK 139  BLK 130  BLK 139						
LTS 3 & W 39 1 FT OF LT 4 LT 4 (LESS W 39 1 FT) & LT 5 LT 4 (LESS W 39 1 FT) & LT 5 E 50 FT LOT 5 & LOT 6 BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 139 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 140 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 140 LT 7 & LT 8 (LESS E 76 ELY 212 & BLK 140 LT 7 & LT 8 (LESS E 76 ELY 145 FT OF WLY TO FT OF LEY 145 FT OF WLY TO FT OF WLY 145 FT OF WLY TO FT OF LEY 145 FT OF WLY TO FT OF L						
LT 4 (LESS W 39.1 FT) & LT 5 (LESS E 50 FT) BLK 139						
E 50 FT LOT 5 & LOT 6 BLK 139  LT 5 & LT 8 (LESS E 76.25 FT) BLK 139  LT 5 & L 2 & 3 BLK 140  LT 5 & L 2 & 3 BLK 140  LT 5 & L 5 BLK 140  SLY 76 28 FT OF ELY 212.60 FT OF SE 1/4 OF NW 1/4 W OF OLD DIXIE HWY  FT OF ELY 220 FT OF WLY 845 FT OF SE 1/4 OF NW 1/4 W OF OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W SO OF SE 1/4 OF NW 1/4 A/K/A LTS W						
LT 7 & LT 8 (LESS E 76.25 FT) BLK 139  LT 5 L 7 & S BLK 140  LT 5 1, 2 & 5 BLK 140  LT 5 1, 2 & 5 BLK 140  LT 5 1, 2 & 5 BLK 140  SLY 76.28 FT OF ELV 21.60 FT  OF NW 1/4 OF SW 1/4 A/K/A LTS  OF NW 1/4 OF SW 1/4 A/K/A LTS  OF NW 1/4 OF SW 1/4 A/K/A LTS  45 & 46, LTS M & N LAKE PK IND  SITES UNREC  SITES UNREC  OR32.9752 (LESS TR IN OR12.46  DT OF LT 36 THRU 41 LVG W OF  & ADJ TO US HWY 1/4 W OF  & ADJ TO US HWY 1/4 W OF  (LESS W 15 FT) BLK 37  LT 32 TO 29 INC & S 5 FT OF  LT 30 BLK 41  LT 15 15 THRU 21 BLK 46  LT S 17 TO 26 INC BLK 48  E 50 FT OF LT 1, LT 3 & W 50  LT 12 & LT 13  LT 18 & LT 20  LT 18 & LT 20  LT 18 & LT 20  LT 34 OT 04 3I NC		(LESS E 50 FT) BLK 139				
ELY 40.25 FT OF LT 9 & LT 10 BLK 139						
LTS 1, 2 & 3 BLK 140 LTS 4 & 5 BLK 140 SLY 76 28 FT OF ELY 212 80 FT OF SE 1/4 OF NW 1/4 W OF OF SE 1/4 OF NW 1/4 W OF OF SE 1/4 OF NW 1/4 W OF OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS OF SE 1/4 OF NW 1/4 OF SW 1/4 A/K/A LTS A SW 1/4 A						
LTS 4 & 5 BLK 140  SLY 76.28 FT OF ELY 212.60 FT  OF SE 1/4 OF NW 1/4 W OF  OLD DIXIE HWY  TOF ELY 290 FT OF WLY 845 FT  OF NW 1/4 OF SW 1/4 A/K/A LTS  45 & 46, LTS M & N LAKE PK IND  SITES UNREC  LTS 21 THRU 23  OSS22/F352 (LESS TR IN OR1246  P543) & PT OF AREA B AS IN  OR1794P1457, SLY 130.19 FT OF  AREA C & PT OF AREA D AS IN  OR968P453  OR968P453	ELY 40.25 FT OF LT 9 & LT 10	BLK 139				
LTS 4 & 5 BLK 140  SLY 76.28 FT OF ELY 212.60 FT  OF SE 1/4 OF NW 1/4 W OF  OLD DIXIE HWY  TOF ELY 290 FT OF WLY 845 FT  OF NW 1/4 OF SW 1/4 A/K/A LTS  45 & 46, LTS M & N LAKE PK IND  SITES UNREC  LTS 21 THRU 23  OSS22/F352 (LESS TR IN OR1246  P543) & PT OF AREA B AS IN  OR1794P1457, SLY 130.19 FT OF  AREA C & PT OF AREA D AS IN  OR968P453  OR968P453	LTS 1, 2 & 3 BLK 140					
SLY 76.28 FT OF ELY 212.60 FT OF KLY 245.60 FT OF NW 1/4 OF NW 1/4 W OF OLD DIXIE HWY  FT OF ELY 290 FT OF WLY 845 FT OF NW 1/4 OF SW 1/4 A/K/A LTS 45 & 46, LTS M & N LAKE PK IND SITES UNREC  LTS 21 THRU 23  OR922P352 (LESS TR IN OR1246 P543) & PT OF AREA B AS IN OR1794P1457, SLY 130.19 FT OF AREA C & PT OF AREA D AS IN OR968P453  SET OF LEY 145 FT OF WLY 700 FT OF NW 1/4 OF SW 1/4 A/K/A LT 44 LAKE PK IND SITES UNREC  LTS 23 TO 29 INC & S 5 FT OF LT 20 BLK 46  LTS 16 THRU 21 BLK 46  LTS 17 TO 26 INC BLK 48  ES 0FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126  LT 12 & LT 13  LT 12 & LT 13  LT 12 & LT 13  LT 12 & LT 12  LT 15 & AU TO 43 INC						
FT OF ELY 290 FT OF WLY 845 FT  OF NW 1/4 OF SW 1/4 A/K/A LTS  45 & 46, LTS M & N LAKE PK IND  SITES UNREC  LTS 21 THRU 23  OR922P352 (LESS TR IN OR1246  650 FT OF ELY 145 FT OF WLY  700 FT OF NW 1/4 OF SW 1/4  A/K/A LT 44 LAKE PK IND SITES  UNREC  DUREC  TO FLY 145 FT OF WLY  700 FT OF NW 1/4 OF SW 1/4  A/K/A LT 44 LAKE PK IND SITES  UNREC  UNREC  LTS 23 TO 29 INC & S 5 FT OF  LT 30 BLK 41  LTS 17 TO 26 INC BLK 48  E 50 FT OF LT 2, LT 3 & W 50  ET OF LT 4 BLK 126  LT 15 BLK 129  LT 12 & LT 13  LT 15 AU TO 43 INC  LT 19 & LT 20  LT 50 AU TO 43 INC	SLY 76.28 FT OF ELY 212.60 FT	OF SE 1/4 OF NW 1/4 W OF	OLD DIXIE HWY			
LOT 7 LTS 21 THRU 23 OR922P352 (LESS TR IN OR1246 P543) & PT OF AREA B AS IN OR1794P1457, SLY 130.19 FT OF AREA C & PT OF AREA D AS IN OR968P453 O				SITES UNREC		
LTS 21 THRU 23 OR922P352 (LESS TR IN OR1246 P543) & PT OF AREA B AS IN OR1794P1457, SLY 130.19 FT OF AREA C & PT OF AREA D AS IN OR968P453 650 FT OF ELY 145 FT OF WLY 700 FT OF NW 1/4 OF SW 1/4 A/K/ALT 44 LAKE PK IND SITES UNREC PT OF LTS 36 THRU 41 LYG W OF & ADJ TO US HWY 1 RW (LESS W 15 FT) BLK 37 LTS 23 TO 29 INC & S 5 FT OF LT 30 BLK 41 LTS 23 TO 29 INC & S 5 FT OF LT 30 BLK 41 E 50 FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126 LT 15 LT 15 LT 13 LT 120 LT 19 & LT 20 LT 19 & LT 20 LT 54 OT 04 3 INC						
OR922P352 (LESS TR IN OR1246 P543) & PT OF AREA B AS IN OR1794P1457, SLY 130.19 FT OF AREA D AS IN OR968P453 650 FT OF ELY 145 FT OF WLY 700 FT OF NW 1/4 OF SW 1/4 A/K/A LT 44 LAKE PK IND SITES UNREC PT OF LTS 36 THRU 41 LYG W OF & ADJ TO US HWY 1 R/W (LESS W 15 FT) BLK 37 LTS 23 TO 29 INC & S 5 FT OF LT 30 BLK 41 LTS 15 THRU 21 BLK 46 LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126 LT 128 LT 13 LT 128 LT 13 LT 198 LT 20 LTS 40 TO 43 INC						
650 FT OF ELY 145 FT OF WLY 700 FT OF NW 1/4 OF SW 1/4 AVK/A LT 44 LAKE PK IND SITES UNREC		P543) & PT OF AREA R AS IN	OR1794P1457 SLV 130-19 FT OF	AREA C & PT OF AREA D AS IN	OR968P453	
PT OF LTS 36 THRU 41 LYG W OF & ADJ TO US HWY 1 R/W (LESS W 15 FT) BLK 37  LTS 23 TO 29 INC & S 5 FT OF LT 30 BLK 41  LTS 16 THRU 21 BLK 46  LTS 17 TO 26 INC BLK 48  E 50 FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126  LT1 12 & LT 13  LT 12 & LT 13  LT 19 & LT 20  LT 19 & LT 20  LT 19 & LT 20  LT 10 A3 INC					5,15001 100	
LTS 23 TO 29 INC & S 5 FT OF LT 30 BLK 41  LTS 16 THRU 21 BLK 46 LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126  LT 12 & LT 13 LT 12 & LT 13 LT 19 & LT 20 LT 19 & LT 20 LT 19 & LT 20 LT 10 4 INC				UNICO		
LTS 16 THRU 21 BLK 46  LTS 17 TO 26 INC BLK 48  E 50 FT OF LT 2, LT 3 & W 50  LT 15 BLK 129  LT 12 & LT 13  LT 12 & LT 13  LT 18 LT 20  LT 19 ALT 20  LT 19 ALT 20  LT 10 AS INC			(LEGG W 10 F1) BLK 3/			
LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126 LOT 15 BLK 129 LT 12 & LT 13 LT 19 & LT 20 LTS 40 TO 43 INC		L1 30 BLK 41				
E 50 FT OF LT 2, LT 3 & W 50 FT OF LT 4 BLK 126						
LOT 15 BLK 129  LT 12 & LT 13  LT 19 & LT 20  LT 50 40 TO 43 INC						
LT 12 & LT 13	LTS 17 TO 26 INC BLK 48					
LT 19 & LT 20	LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50	FT OF LT 4 BLK 126				
LTS 40 TO 43 INC	LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 LOT 15 BLK 129	FT OF LT 4 BLK 126				
	LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 LOT 15 BLK 129 LT 12 & LT 13	FT OF LT 4 BLK 126				
LTS 44 & 45	LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 LOT 15 BLK 129 LT 12 & LT 13 LT 19 & LT 20	FT OF LT 4 BLK 126				
	LTS 17 TO 26 INC BLK 48 E 50 FT OF LT 2, LT 3 & W 50 LOT 15 BLK 129 LT 12 & LT 13 LT 19 & LT 20 LTS 40 TO 43 INC	FT OF LT 4 BLK 126				

LT 62 & 63						
LTS 64 THRU 67						
LTS 77 TO 79 INC	20.42.42	TUDE OF CLY 278 42 ET OF NEW	1055 40 FT OF \$104/4/4 AC \$250	ALCOMULING FOR OUR RIVE	LIMAN B MA OF FEO DV CO.	
	20-42-43,	TH PT OF SLY 276,43 FT OF NLY	1255.40 FT OF NW 1/4 AS MEAS	ALG W LI, LYG E OF OLD DIXIE	HWY & W OF FEC RY R/W	
LT 27 /LESS N 25 FT/, LTS 28 & LT 13 BLK 132	29 BLK 2					
ELY 66.70 FT OF WLY 76.70 FT	OF LTS 35 TO 38 BLK 114					_
LT 23 BLK 132	OF L13 35 10 36 BLK 114					
TRS 4 & 5 & TR 6 (LESS SLY 53.	82 FT & TRGLR PAR	NORTHLAKE BLVD R/W)				
LTS 14 & 15 BLK 132	02 FT & TROLK FAR	NORTHEARE BEVO RW)				
FT OF S 450 FT OF NW 1/4						
OF ELY 236 25 FT OF WLY	1111.31 FT OF NW 1/4 OF SW 1/4	(LESS W 30 FT RD R/W)				
LT 50	1111.5111101144411451 544114	(CESS VV SS )   (NS 19VV)	_			
LT 1 (LESS E 15 FT OLD DIXIE	HWY R/W) BLK B &	20-42-43, N 257.95 FT OF S	431.63 FT OF SW 1/4 OF SE 1/4	LYG W OF & ADJ TO OLD DIXIE	HWY (LESS PB28P100 & E 15 FT	ADDL OLD DIXIE HWY R/W)
LTS K, L, 31 & 32		20 12 10,11 20,110 1 1 0		THE WAY OF THE PER DIXIE	1111 (2200 1 B201 100 G Z 101 1	NBBE GEB BIXIE HWY 1044
COND	UNITS 3 & 4					
LT 10						
D 1	LTS 1 & 2				<del> </del>	
SS W 20 FT US HIGHWAY NO 1	R/W) & W 95 FT OF LTS 12 THRU	17 BLK 116				
LTS 12 THRU 19 INC BLK 4B						
ALL OF PLAT						
ALL OF PLAT						
LTS F THRU H						
1111.01 FT OF S 110 FT OF N	460 FT & E 100 FT OF WLY	1111_01 FT OF S 30 FT OF N 350	FT OF NW 1/4 OF SW 1/4 IN	OR222P406 (LESS W 30 FT RD	R/W)	
LTS 28 & 35						
LT 2A						
TR A						
	S E 40.25 FT) BLK 139					
N 38 FT OF LT 10 & LT 11 BLK	129					
LTS 29 & 34						
D	PT OF PAR 4 LYG WITHIN BDRY OF	TOWN OF LAKE PARK				
PT LYG WITHIN TOWN OF LAKE PAR	K BOUNDARY	(LESS WATER MGMT TR)	160,61 FT OF E 987,91 FT OF NE	1/4		
PT OF TR A LYG WITHIN TOWN OF	LAKE PARK BOUNDARY					
IUM BUILDING	UNIT 1 BLDG B					
IUM BUILDING	UNIT 2 BLDG B					
IUM BUILDING	UNIT 3 BLDG B					
IUM BUILDING	UNIT 4 BLDG B					
IUM BUILDING	UNIT 5 BLDG B					
	UNIT 6 BLDG B					
IUM BUILDING	UNIT 1 BLDG A					
IUM BUILDING IUM BUILDING	UNIT 2 BLDG A					
IUM BUILDING	UNIT 3 BLDG A UNIT 4 BLDG A					
NDOMINIUM	UNIT 1					
NDOMINIUM	UNIT 2			_		
	UNIT 3					
NDOMINIUM	UNIT 4					
NDOMINIUM	UNIT 5					
OMINIUM	UNIT 1					
OMINIUM	UNIT 2	1				
	UNIT 3					
	UNIT 4					
	UNIT 5					
	UNIT 6					
OMINIUM	UNIT 7					
OMINIUM	UNIT 8					
	UNIT 9					
OMINIUM	UNIT 10					
OMINIUM	UNIT 11					
OMINIUM	UNIT 12					
	UNIT 13					
OMINIUM	UNIT 14					
OMINIUM	UNIT 15					
OMINIUM	UNIT 16					
OMINIUM	UNIT 17					
	UNIT 18					
	UNIT 19					
	UNIT 20					
	UNIT 21					
	UNIT 22					
	UNIT 23					
	UNIT 24					
	UNIT 25					
	UNIT 26					
	UNIT 27					
OMINIUM	UNIT 28					
OMINIUM OMINIUM	UNIT 28 UNIT 29					
OMINIUM OMINIUM OMINIUM	UNIT 28					

OMINIUM	UNIT 32					
OMINIUM	UNIT 33					
OMINIUM	UNIT 34					
OMINIUM	UNIT 35					
OMINIUM	UNIT 36					
OMINIUM	UNIT 37					
OMINIUM	UNIT 38					
OMINIUM	UNIT 39					
OMINIUM	UNIT 40					
OMINIUM	UNIT 41					
OMINIUM	UNIT 42					
LTS 1 & 2	UNIT 42					
UNIT 1 BLDG A	l					
UNIT 2 BLDG A						
UNIT 3 BLDG A						
UNIT 4 BLDG A						
UNIT 5 BLDG A						
UNIT 6 BLDG A						
UNIT 7 BLDG A						
UNIT 8 BLDG A						
UNIT 17 BLDG B						
UNIT 18 BLDG B						
UNIT 19 BLDG B						
UNIT 20 BLDG B						
UNIT 21 BLDG B						
UNIT 22 BLDG B						
UNIT 23 BLDG B						
UNIT 24 BLDG B						
UNIT 25 BLDG B						
UNIT 26 BLDG B			_			
UNIT 27 BLDG B						
UNIT 28 BLDG B						
UNIT 29 BLDG B						
UNIT 30 BLDG B						
UNIT 31 BLDG B						
UNIT 32 BLDG B						
UNIT 9 BLDG C						
UNIT 10 BLDG C						
UNIT 11 BLDG C						
UNIT 12 BLDG C						
UNIT 13 BLDG C						
UNIT 14 BLDG C						
UNIT 15 BLDG C						
UNIT 16 BLDG C						
UNIT 1						
UNIT 2						
UNIT 3						
UNIT 4						
UNIT 5						
UNIT 6						
UNIT 7						
UNIT 8						
UNIT 9						
UNIT 10						
1/4 OF SW 1/4 LYG NELY OF &	ADJ TO DRAKE LUMBER CO RY & S	OF & ADJ TO WATER TOWER RD	R/WS			
	N 100 FT) &	20-42-43, PT OF NW 1/4 LYG W O	F & ADJ TO AS IN OR11818P1627			
	20-42-43, PT OF NW 1/4 LYG N O	F & ADJ TO PB30P93, S OF & ADJ	TO NORTHLAKE BLVD, E OF & ADJ	TO OLD DIXIE HWY & W OF	& ADJ TO FEC RR R/WS	
LT 1 (LESS SLY 10.91 FT OF ELY	186 <sub>-</sub> 10 FT)					
	OF LT 1 & LT 3					
TR G K/A FUTURE DEV						
LT 2						
LT 1 K/A FUTURE DEVELOPMENT						
NLY 18.09 FT OF ELY 8.06 FT OF	LT 4, LT 5 (LESS SLY 121.92	FT OF WLY 54.32 FT) & NELY 100	.14 FT OF ELY 62.23 FT OF LT 6	BLK 131 A/K/A PARS 1 & 2 IN OR	23492P644	
UNIT 1	, (				1 - 1 - 1	
UNIT 2						
UNIT 3						
D D	PARS 1 & 2					
	FANO I QLZ					
LT 2 K/A FUTURE DEVELOPMENT	NT					
	NT NAME OF THE PARTY OF THE PAR					
PAR B (LESS E 7 FT OLD DIXIE H	WY R/W)					
PAR C K/A COMMERCIAL DEVELOPME	NT					
LOT B						
TR F K/A FUTURE DEVELOPMENT						
TR B K/A FUTURE DEVELOPMENT						
TR A (LESS SLY 305.01 FT)						
D REPL NO 1	PAR 8					
D REPL NO 1	PAR 9					
2 PUD	TR A2 (LESS S 147.83 FT) A/K/A	TR A2A IN OR29262P1879				
	S 147.83 FT OF TR A2 A/K/A TR	A2B IN OR29262P1879				
	IO THE PROPERTY OF THE PROPERTY OF THE	, III OILEGEDEI 1010				

2 PUD	TR G1 K/A FUTURE DEVELOPMENT			

# **TAB 10**



### **Town of Lake Park Town Commission**

### **Agenda Request Form**

Meeting Date: 8/19/2	020	Agenda Item	n No2020								
	AL YEAR 2019/2020 TES FOR ALL BUD										
SPECIAL PRESENTATION/REPORTS [ ] CONSENT AGENDA BOARD APPOINTMENT [ ] OLD BUSINESS PUBLIC HEARING ORDINANCE ON READING X   NEW BUSINESS OTHER:											
	Approved by Town Manager Date: 8-12-2020  Lourdes Cariseo Finance Director  Name/Title										
Originating Departmen	t: Costs: -0-Funding [X] Finance LC		Attachments: "A" "B"								
Advertised: Date: Paper: [X] Not Required	All parties that have in this agenda item notified of meeting time. The following be filled out to be of	n must be date and g box must	Yes I have notified everyone or Not applicable in this case _LC Please initial one.								

### Summary Explanation/Background:

The COVID 19 pandemic forced the State of Florida to reduce monthly revenues sent to Local Governments, Counties and Agencies. The Town is facing budgetary short falls related to the State of Florida Revenue funding and projections.

One of the strategies the Town Manager has applied is a "purchasing freeze" on non-essential items. Ongoing initiatives implemented by the Finance Department are the attached additional monthly analysis of current year to prior year's revenues and expenditures by month.

Based on the analysis of non-advalorem revenues there are decreases in revenues in all funds to date. The shortfalls in the General Fund, Special Projects Funds and Streets and Roads funds are expected to improve as the State has indicated there will be a true up in state revenues by the end of August 2020. The Marina fund is facing a severe shortfall in revenues due to the closing of the Marina for three months. Active collections of delinquent accounts for the Marina and Sanitation funds, have reduced revenue shortfalls. This additional analysis will formulate an estimate of the budget amendment short falls in the next 2 months.

#### **Recommended Motion:**

None needed (Informational)

## Attachment "A"

## Town of Lake Park Budget Update as of July 31, 2020

General Fund (001)		Budget		YTD Actual		Current	YTD
						Month	Percent
Revenue	\$	9,208,659	\$	8,045,167	\$	540,899	87.4%
Expenditures	\$	9,208,659	\$	7,860,487	\$	635,663	85.4%

Constant Boson		D. I	YTD	Current		YTD
General Fund Revenue	Budget		Actual		Month	Percent
Ad Valorem	\$	3,695,936	\$ 3,718,247	\$	99,051	100.6%
Franchise Fees	\$	632,000	\$ 362,231	\$	42,890	57.3%
Utility Taxes	\$	1,313,609	\$ 945,624	\$	108,252	72.0%
Licenses & Permits	\$	658,214	\$ 515,402	\$	34,050	78.3%
Intergovernmental Revenue	\$	1,084,302	\$ 775,762	\$	75,505	71.5%
Internal Service Charges	\$	342,000	\$ 285,000	\$	28,500	83.3%
Charges for Services	\$	41,700	\$ 17,671	\$	2,968	42.4%
Fines & Forfeitures	\$	414,960	\$ 645,058	\$	45,741	155.5%
Interest Earned / Other	\$	294,484	\$ 197,413	\$	45,666	67.0%
Contribution from Enterprise Operations	\$	731,454	\$ 582,759	\$	58,276	79.7%
Total	\$	9,208,659	\$ 8,045,167	\$	540,899	87.4%

General Fund Expenditures	Budget	YTD Actual	Current Month	YTD Percent
Commission	\$ 123,798	\$ 72,020	\$ 4,046	58.2%
Town Manager	\$ 369,698	\$ 302,858	\$ 26,784	81.9%
Human Resources	\$ 219,686	\$ 166,790	\$ 8,198	75.9%
Town Clerk	\$ 300,718	\$ 170,027	\$ 14,962	56.5%
Legal	\$ 161,000	\$ 122,059	\$ 14,200	75.8%
Information Technology	\$ 237,529	\$ 211,319	\$ 17,369	89.0%
Finance	\$ 506,515	\$ 481,510	\$ 53,282	95.1%
Law Enforcement	\$ 3,136,251	\$ 2,883,460	\$ 255,327	91.9%
Disaster	\$ 1,000	\$ 15,306	\$ 91	1530.6%
Public Works Administration	\$ 179,023	\$ 152,257	\$ 14,559	85.0%
PW Grounds Maintenance	\$ 418,946	\$ 327,814	\$ 27,900	78.2%
PW Facilities Maintenance	\$ 361,552	\$ 331,020	\$ 23,168	91.6%
PW Vehicle Maintenance	\$ 187,824	\$ 157,513	\$ 13,905	83.9%
Community Development	\$ 701,581	\$ 562,976	\$ 52,617	80.2%
Special Events	\$ 274,484	\$ 180,102	\$ 14,093	65.6%
Library	\$ 383,986	\$ 350,605	\$ 73,774	91.3%
Non-Departmental	\$ 1,645,068	\$ 1,372,851	\$ 21,479	83.5%
Total	\$ 9,208,659	\$ 7,860,487	\$ 635,663	85.4%

CRA (110)	Π	Pudgot		YTD	Current		YTD
CRA (110)	CRA (110) Budg	Budget		Actual	Month		Percent
Revenue	\$	1,206,307	\$	1,208,031	\$	Ξ.	100.1%
Expenditures	\$	1,206,307	\$	828,313	\$	69,328	68.7%

Revenue	Budget	YTD Actual	Current Month	YTD Percent
Ad Valorem	\$ 423,201	\$ 424,923	\$ +	100.4%
Transfer from General Fund	\$ 783,106	\$ 783,106	\$ 36	100.0%
Other	\$ 300	\$ 2	\$ *	0.0%
Total	\$ 1,206,307	\$ 1,208,031	\$ =	100.1%

Expenditures		Budget		YTD	Current		YTD
Expenditures				Actual		Month	Percent
Personal Services	\$	193,237	\$	161,031	\$	16,103	83.3%
Operating Expenses	\$	397,489	\$	296,321	\$	31,490	74.5%
Grants & Aids	\$	354,770	\$	153,618	\$		43.3%
Debt Coverage	\$	260,811	\$	217,343	\$	21,735	83.3%
Total	\$	1,206,307	\$	828,313	\$	69,328	68.7%

Streets & Roads (190)		Budget		YTD		Current	YTD
	Budget		Actual		Month		Percent
Revenue	\$	418,041	\$	287,156	\$	23,275	68.7%
Expenditures	\$	418,041	\$	340,549	\$	24,736	81.5%

Revenue	Budget	YTD Actual	Current Month	YTD Percent
Gas Taxes	\$ 281,658	\$ 182,447	\$ 17,740	64.8%
Revenue Sharing	\$ 81,666	\$ 48,542	\$ 5,535	59.4%
Other	\$ 54,717	\$ 56,168	\$ Э	102.7%
Total	\$ 418,041	\$ 287,157	\$ 23,275	68.7%

Expenditures		Budget		YTD Actual		Current	YTD
Expenditures						Month	Percent
Personal Services	\$	160,464	\$	126,170	\$	10,594	78.6%
Operating Expenses	\$	257,577	\$	214,379	\$	14,142	83.2%
Debt Coverage	\$	283	\$	*	\$	н	N/A
Total	\$	418,041	\$	340,549	\$	24,736	81.5%

Marina (401)	Pudget		YTD	Current		YTD
	Budget		Actual	Month		Percent
Revenue	\$ 1,541,868	\$	1,097,281	\$	116,217	71.2%
Expenditures	\$ 1,541,868	\$	903,502	\$	189,435	58.6%

Revenue		Budget		YTD		Current	YTD
Revende		Duuget		Actual	Month		Percent
Rental & related	\$	1,047,868	\$	777,430	\$	75,059	74.2%
Parking Fees	\$	30,000	\$	13,364	\$	3,118	44.5%
Fuel Sales	\$	464,000	\$	306,487	\$	38,040	66.1%
Total	\$	1,541,868	\$	1,097,281	\$	116,217	71.2%

Expenditures		Pudget		YTD		Current	YTD
Expenditures		Budget		Actual		Month	Percent
Personal Services	\$	413,282	\$	198,909	\$	19,713	48.1%
Operating Expenses	\$	757,618	\$	581,638	\$	65,517	76.8%
Total Debt	\$	345,968	\$	102,122	\$	102,122	29.5%
Debt Coverage	\$	25,000	\$	20,833	\$	2,083	83.3%
Total	\$	1,541,868	\$	903,502	\$	189,435	58.6%

Stormwater (402)	Budgot			YTD		Current	YTD
Stornwater (402)	Budget		Actual		Month		Percent
Revenue	\$	953,918	\$	944,611	\$	62,162	99.0%
Expenditures	\$	953,918	\$	710,030	\$	78,124	74.4% ~

Revenue		Budget	YTD			Current	YTD
Revenue	Budget			Actual		Month	Percent
Assessments	\$	878,818	\$	916,590	\$	24,662	104.3%
DEP - Lake Shore Appropriations Grant	\$	75,000	\$	52,500	\$	37,500	70.0%
Interest	\$	100	\$	183	\$	ÿ <b>∈</b> :	183.0%
Total	\$	953,918	\$	969,273	\$	62,162	101.6%
	\$	24,662					

Expenditures		Budget	YTD			Current	YTD	
Expenditures	Buuget			Actual		Month	Percent	
Personal Services	\$	277,492	\$	205,293	\$	19,929	74.0%	
Operating Expenses	\$	626,426	\$	504,737	\$	58,195	80.6%	
Debt Coverage	\$	50,000	\$	· · · · · · · · · · · · · · · · · · ·	\$	( <b>:=</b> :	0.0%	
Total	\$	953,918	\$	710,030	\$	78,124	74.4%	

Caritatian (404)		Budget		YTD	Current	YTD	
Sanitation (404)	Budget			Actual	 Month	Percent	
Revenue	\$	2,026,713	\$	1,599,113	\$ 191,860	78.9%	
Expenditures		2,026,713	\$	1,454,782	\$ 140,098	71.8%	

Payanua		Dudget		YTD	Current	YTD	
Revenue	Budget			Actual	Month	Percent	
Commercial	\$	874,000	\$	774,905	\$ 139,071	88.7%	
Residential	\$	805,000	\$	797,185	\$ 52,785	99.0%	
Other	\$	347,713	\$	53,296	\$ 4	15.3%	
Total	\$	2,026,713	\$	1,625,386	\$ 191,860	80.2%	

\$ 26,273

Evnanditures		Dudget		YTD	Current	YTD	
Expenditures	Budget			Actual	Month	Percent	
Personal Services	\$	692,791	\$	461,831	\$ 48,540	66.7%	
Operating Expenses	\$	721,725	\$	663,623	\$ 69,891	91.9%	
Transfer to General Fund	\$	260,000	\$	216,667	\$ 21,667	83.3%	
Debt Coverage	\$	327,747	\$	112,661	\$	34.4%	
Total	\$	2,002,263	\$	1,454,782	\$ 140,098	72.7%	

### Attachment "B"

Town of Lake Park Historical Non-Ad valorem Revenues FY 2014/15 - FY 2019/20

### Utility Tax - Electric

001-314.100													% Inc/Dec	Ren	nainder FY19/20
	FY	2014/15	F۱	2015/16	F۱	/ 2016/17	FY 2017/18		FY 2018/19		FY2019/20		Mo over Mo		Projected
October	\$	165	\$	(4)	\$	2	\$	ar	\$	2	\$	120			
November	\$	72,936	\$	69,457	\$	72,700	\$	85,225	\$	77,177	\$	76,633	-0.70%		
December	\$	58,824	\$	66,144	\$	64,035	\$	74,337	\$	74,373	\$	69,875	-6.05%		
January	\$	64,406	\$	63,873	\$	58,181	\$	63,357	\$	63,108	\$	63,848	1.17%		
February	\$	52,385	\$	57,680	\$	60,184	\$	63,366	\$	59,705	\$	58,155	-2.60%		
March	\$	49,589	\$	54,381	\$	54,323	\$	55,217	\$	52,549	\$	53,547	1.90%		
April	\$	52,959	\$	50,748	\$	56,841	\$	61,107	\$	56,217	\$	53,219	-5.33%		
May	\$	56,230	\$	54,021	\$	53,985	\$	48,476	\$	58,363	\$	56,449	-3.28%		
June	\$	59,369	\$	60,548	\$	63,729	\$	61,216	\$	66,614	\$	62,548	-6.10%		
July	\$	66,691	\$	64,706	\$	71,650	\$	65,870	\$	67,120	\$	67,291	0.25%		
August	\$	70,048	\$	69,883	\$	74,638	\$	73,011	\$	76,281				\$	71,700
September	\$	148,051	\$	160,443	\$	151,331	\$	148,702	\$	152,748				\$	143,600
Total	\$	751,488	\$	771,884	\$	781,596	\$	799,885	\$	804,256	\$	561,565		\$	215,300
Percentage Increase/I	Decre	ase													
Year over Year				3%		1%		2%		1%					
Partial YTD % Inc/Dec	- Thru	u June										-2.37%			
Anticipated YTD % Inc	/Dec														-3.41%

U	tili	ty	Ta	XE	-	W	a	tei	r
_			_						

001-314.300	FY	FY 2014/15		FY 2015/16		FY 2016/17		Y 2017/18	F'	Y 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo	Rem	nainder FY19/20 Projected
		,						,	•	. 2020, 25	•	. 2025/ 20	1310 0701 1710		Trojected
October	\$	2	\$	- 2	\$	9	\$		\$	=	\$				
November	\$	12,593	\$	12,462	\$	13,805	\$	15,245		15,566	\$	15,566	0.00%		
December	\$	12,613	\$	12,758	\$	12,758	\$	14,966	\$	15,807	\$	15,929	0.77%		
January	\$	12,709	\$	13,418	\$	14,925	\$	(*)	\$	15,888	\$	16,160	1.72%		
February	\$	12,415	\$	12,953	\$	14,348	\$	14,933	\$	16,101	\$	14,998	-6.85%		
March	\$	12,487	\$	12,975	\$	16,010	\$	30,367	\$	16,094	\$	15,354	-4.59%		
April	\$	12,631	\$	12,803	\$	14,905	\$	15,396	\$	15,286	\$	15,471	1.21%		
May	\$	12,620	\$	13,074	\$	13,666	\$	15,062	\$	14,752	\$	15,683	6.31%		
June	\$	14,230	\$	13,913	\$	15,301	\$	15,734	\$	15,785	\$	16,636	5.39%		
July	\$	13,222	\$	13,462	\$	15,293	\$	14,782	\$	14,676	\$	15,820	7.80%		
August	\$	13,526	\$	14,011	\$	14,973	\$	15,183	\$	15,842				\$	16,600
September	\$	25,286	\$	28,200	\$	30,481	\$	31,267	\$	30,738				\$	32,275
Total	\$	154,332	\$	160,029	\$	176,467	\$	182,935	\$	186,535	\$	141,617		\$	48,875
Percentage Increas	se/Decre	ase													
Year over Year				4%		10%		4%		2%					
Partial YTD % Inc/Dec - Thru June											1.19%				
Anticipated YTD %	Inc/Dec														2.12%

Communications S	ervice Tax
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001-315.100		FY 2014/15		FY 2015/16		y 2016/17	F	Y 2017/18	F	y 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo	Rem	nainder FY19/20 Projected
October	\$		\$		\$	200	\$	£	\$	¥	\$				
November	\$	26,150		24,486		22,478		22,949		20,730		26,416	27.43%		
December	\$	28,466		25,688		22,903	-	27,141			\$	25,703	6.49%		
January	\$	25,528	Ś	23,745	\$	23,945		23,271		21,667	\$	20,172	-6.90%		
February	\$	26,773	\$	25,493		22,895	Ś	23,436	\$	21,424	\$				
March	ب خ	26,339	\$	23,493		20,308		23,499	•	22,002		23,182	8.20%		
	\$	26,819	\$	24,935	\$	21,841						23,787	8.11%		
April	\$	•						21,357		=	\$	21,110	-4.88%		
May	÷	28,237	\$	25,078	\$	22,712		22,886	\$	22,976	\$	23,028	0.23%		
June	<u>خ</u>	25,481	\$	22,542		21,560		23,084		23,526		22,673	-3.63%		
July	÷	25,973	\$	23,040		22,752		23,122		25,433	Þ	21,827	-14.18%		22.542
August	\$	24,142	\$	23,188	\$	22,173	\$	22,985		23,404				\$	23,640
September	\$	51,416	\$	44,608	\$	52,670	\$	45,187	\$	46,956				\$	46,415
Total	\$	315,322	\$	286,682	\$	276,237	\$	278,915	\$	274,449	\$	207,897		\$	70,055
Percentage Increas	e/Decre	ease													
Year over Year				-9%		-4%		1%		-2%					
Partial YTD % Inc/D	ec - Thr	n lulv										0.69%			
Anticipated YTD %		•										3.03/0			1.28%

Business	Tax	Receipts	
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001-316.100 FY 2014/15		<b>-</b>	4 204 F /4 C	-	v 204 C /4 7	_	V 2047/40		v 2010 <b>/</b> 10			% Inc/Dec	Rem	ainder FY19/20		
	F	2014/15	F1	7 2015/16	F	Y 2016/17	-	Y 2017/18	г	Y 2018/19	•	Y2019/20	Mo over Mo		Projected	
October	\$	289,749	\$	297,124	\$	280,785	\$	250,720	\$	271,291	\$	245,595	-9.47%			
November	\$	3,852	\$	11,859	\$	3,216	\$	6,340	\$	4,188	\$	4,489	7.19%			
December	\$	2,424	\$	4,501	\$	4,009	\$	3,416	\$	3,260	\$	21,651	564.23%			
January	\$	7,288	\$	5,596	\$	8,240	\$	15,672	\$	1,748	\$	7,204	312.17%			
February	\$	5,859	\$	4,555	\$	5,414	\$	4,360	\$	4,859	\$	3,474	-28.49%			
March	\$	5,569	\$	(8,627)	\$	21,950	\$	12,440	\$	15,688	\$	6,781	-56.77%			
April	\$	5,126	\$	5,419	\$	5,351	\$	8,158	\$	4,696	\$	1,268	-73.01%			
May	\$	1,606	\$	7,923	\$	2,320	\$	3,757	\$	2,981	\$	912	-69.40%			
June	\$	5,565	\$	1,558	\$	1,427	\$	1,144	\$	10,422	\$	2,467	-76.33%			
July	\$	6,594	\$	739	\$	904	\$	1,833	\$	1,381	\$	8,969	549.23%			
August	\$	804	\$	2,496	\$	4,397	\$	1,993	\$	2,239				\$	1,800	
September	\$	889	\$	986	\$	1,825	\$	1,162	\$	547				\$	500	
Total	\$	335,325	\$	334,129	\$	339,839	\$	310,996	\$	323,299	\$	302,811		\$	2,300	
Percentage Increas	se/Decre	ease														
Year over Year				0%		2%		-8%		4%						
Partial YTD % Inc/[	Dec - Thr	u July										-5.52%				
Anticipated YTD %	Inc/Dec														-5.63%	

Franchise Fees - Elec	ctric														
001-323.100													% Inc/Dec	Ren	nainder FY19/20
	F١	2014/15	F'	Y 2015/16	F	Y 2016/17	F	Y 2017/18	F	Y 2018/19	F	Y2019/20	Mo over Mo		Projected
October	\$		\$	=	•		•	2. <b>5</b> 1		353	\$				
November	\$		\$	-	\$	=			\$	270					
December	\$	50,528	\$	50,607	\$	46,608	\$	53,202	\$	54,532	\$	53,426	-2.03%		
January	\$	90,468	\$	47,435	\$	40,060	\$	46,101	\$	47,444	\$	45,718	-3.64%		
February	\$	40,337	\$	43,463	\$	39,777	\$	43,805	\$	40,390	\$	38,152	-5.54%		
March	\$	40,390	\$	40,313	\$	42,156	\$	40,583	\$	40,035	\$	37,897	-5.34%		
April	\$	35,928	\$	33,757	\$	36,532	\$	40,298	\$	36,769	\$	34,099	-7.26%		
May	\$	40,782	\$	39,016	\$	40,433	\$	39,057	\$	40,564	\$	37,481	-7.60%		
June	\$	47,330	\$	40,404	\$	43,641	\$	24	\$	43,247	\$	44,407	2.68%		
July	\$	49,385	\$	43,492	\$	50,495	\$	88,025	\$	49,218	\$	32,912	-33.13%		
August	\$	54,175	\$	52,116	\$	56,033	\$	49,736	\$	53,199				\$	50,500
September	\$	115,408	\$	170,361	\$	179,304	\$	167,833	\$	167,530				\$	159,000
Total	\$	564,731	\$	560,963	\$	575,040	\$	568,640	\$	572,928	\$	324,091		\$	209,500
Percentage Increase	/Decre	ase													
Year over Year				-1%		3%		-1%		1%					
Partial YTD % Inc/De	ec - Thr	u July										-7.98%			
Anticipated YTD % Ir		•													-6.87%

Franchise Fees - Sol 001-323.700	id Waste	2											% Inc/Dec
	FY	2014/15	FY	2015/16	FY 2016/17			Y 2017/18	F١	/ 2018/19	F	Y2019/20	Mo over Mo
October													
November													
December													
January	\$	6,754	\$	10,340	\$	9,637	\$	9,549	\$	18,846	\$	11,466	-39.16%
February													
March							\$	1,500					
April	\$	6,744	\$	4,548	\$	9,118	\$	10,132	\$	11,955	\$	12,634	5.68%
May			\$	4,525									
June													
July	\$	5,449	\$	8,172	\$	10,101	\$	10,836	\$	10,410	\$	9,978	-4.15%
August													
September	\$	6,541	\$	8,633	\$	10,642	\$	16,740	\$	12,055			
Total	\$	25,488	\$	36,217	\$	39,497	\$	48,758	\$	53,266	\$	34,078	
Percentage Increase	e/Decrea	se											
Year over Year				42%		9%		23%		9%			
Partial YTD % Inc/De Anticipated YTD % I		Jul <b>y</b>										-17.31%	

## State Revenue Sharing

001-335.120													% Inc/Dec	Rei	mainder FY19/20
	F۱	2014/15	F۱	2015/16	F	Y 2016/17	F	Y 2017/18	F	7 2018/19	F	Y2019/20	Mo over Mo		Projected
October	\$	19,493	\$	a c	\$	2	\$		\$	2	\$	100			
November	\$	19,493	\$	19,964	\$	20,958	\$	20,958	\$	21,299	\$	22,022	3.39%		
December	\$	19,493	\$	19,964	\$	20,958	\$	20,958	\$	21,299	\$	22,022	3.39%		
January	\$	19,493	\$	19,964	\$	20,958	\$	20,958	\$	21,299	\$	22,022	3.39%		
February	\$	19,493	\$	19,964	\$	20,958	\$	20,958	\$	21,299	\$	22,022	3.39%		
March	\$	19,493	\$	19,964	\$	20,958	\$	20,958	\$	21,299	\$	22,022	3.39%		
April	\$	19,493	\$	19,898	\$	20,958	\$	20,958	\$	21,299	\$	22,022	3.39%		
May	\$	19,493	\$	19,898	\$	20,958	\$	20,958	\$	21,299	\$	17,985	-15.56%		
June	\$	19,493	\$	19,898	\$	20,958	\$	20,958	\$	21,299	\$	17,985	-15.56%		
July	\$	19,964	\$	20,958	\$	20,958	\$	21,299	\$	22,022	\$	21,647	-1.70%		
August	\$	22,827	\$	20,958	\$	25,661	\$	27,834	\$	33,246				\$	28,260
September	\$	39,928	\$	41,917	\$	41,915	\$	42,598	\$	44,045				\$	37,400
Total	\$	258,153	\$	243,344	\$	256,194	\$	259,391	\$	269,707	\$	189,751		\$	65,660
Percentage Increas	e/Decre	ase													
Year over Year				-6%		5%		1%		4%					
Partial YTD % Inc/Dec - Thru July												-1.38%			
Anticipated YTD %	Inc/Dec														-5.30%

Half	Cent	Sales	Tax

Half Cent Sales Tax 001-335.180	FΥ	/ <b>2014/1</b> 5	F	Y 2015/16	F	Y 2016/17	F	Y 2017/18	F	y 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo	Rer	nainder FY19/20 Projected
October	\$	×	\$		\$	·*	\$	9	\$	2	\$	196			
November	\$	49,558	\$	52,252	\$	53,600	\$	50,195	\$	53,709	\$	54,266	1.04%		
December	\$	51,654	\$	53,512	\$	52,318	\$	57,128	\$	58,185	\$	58,815	1.08%		
January	\$	55,038	\$	56,637	\$	56,485	\$	60,515	\$	59,710	\$	61,242	2.57%		
February	\$	64,758	\$	67,289	\$	68,958	\$	71,095	\$	71,760	\$	73,623	2.60%		
March	\$	54,769	\$	56,012	\$	57,250	\$	60,240	\$	60,645	\$	62,575	3.18%		
April	\$	56,984	\$	58,498	\$	57,489	\$	59,129	\$	59,200	\$	60,624	2.41%		
May	\$	61,624	\$	63,859	\$	63,478	\$	66,166	\$	66,836	\$	51,262	-23.30%		
June	\$	55,162	\$	56,099	\$	57,086	\$	58,288	\$	61,604	\$	38,607	-37.33%		
July	\$	52,863	\$	53,101	\$	55,093	\$	55,805	\$	58,131	\$	47,625	-18.07%		
August	\$	46,243	\$	54,296	\$	52,637	\$	55,066	\$	56,509				\$	45,000
September	\$	101,911	\$	102,083	\$	103,499	\$	105,863	\$	106,038				\$	90,000
Total	\$	650,565	\$	673,639	\$	677,894	\$	699,489	\$	712,327	\$	508,639		\$	135,000
Percentage Increase/	Decre	ease													
Year over Year				4%		1%		3%		2%					
Partial YTD % Inc/Dec	: - Thr	ylut u										-7.48%			
Anticipated YTD % Inc															-9.64%

L	0	Ci	al	C	)p	ti	O	n	G	as	T	ах	
_	_	_	_		_	_	_	_					

Local Option Gas Tax 190-312.410	FY	2014/15	FY	/ <b>2</b> 015/16	F	Y 2016/17	F	Y 2017/18	F	Y 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo	Ren	nainder FY19/20 Projected
October	\$	(2)	\$	4	\$	9	\$	¥	\$	167	\$	(20)			
November	\$	12,985	\$	13,808	\$	13,607	\$	14,415	\$	14,058	\$	13,535	-3.72%		
December	\$	14,459	\$	14,333	\$	15,066	\$	14,532	\$	11,225	\$	14,621	30.25%		
January	\$	13,156	\$	13,746	\$	14,347	\$	14,363	\$	18,656	\$		-100.00%		
February	\$	14,178	\$	14,254	\$	15,621	\$	15,431	\$	15,972	\$	30,342	89.97%		
March	\$	14,567	\$	13,298	\$	15,464	\$	14,513	\$	15,258	\$	13,577	-11.02%		
April	\$	14,605	\$	14,401	\$	14,905	\$	15,248	\$	15,102	\$	14,697	-2.68%		
May	\$	15,632	\$	16,460	\$	18,015	\$	18,393	\$	16,448	\$	15,559	-5.40%		
June	\$	15,438	\$	15,398	\$	16,782	\$	15,697	\$	16,205	\$	10,372	-35.99%		
July	\$	15,142	\$	17,758	\$	15,979	\$	15,385	\$	15,836	\$	12,296	-22.35%		
August	\$	13,678	\$	14,207	\$	14,766	\$	14,647	\$	14,674				\$	12,000
September	\$	27,724	\$	28,259	\$	29,202	\$	29,456	\$	30,952				\$	24,000
Total	\$	171,564	\$	175,923	\$	183,754	\$	182,082	\$	184,386	\$	125,000		\$	36,000
Percentage Increase/[	Decre	ase													
Year over Year				3%		4%		-1%		1%					
Partial YTD % Inc/Dec	- Thr	u Jul <b>y</b>										-9.92%			
Anticipated YTD % Inc	/Dec														-12.68%

Anticipated YTD % Inc/Dec -12.68%

Anticipated YTD % Inc/Dec

New Local Option (	Gas Tax													
190-312.420													% Inc/Dec	Remainder FY19/20
	FY	2014/15	FY	2015/16	FY	2016/17	F١	2017/18	F	Y 2018/19	F	/2019/20	Mo over Mo	Projected
October	\$	ş	\$	5	\$	1	\$	=	\$	54	\$			
	\$				\$							C 102	3.700/	
November	\$	6,082	•	6,467		6,450		6,624		6,437		6,192	-3.79%	
December	\$	6,818	\$	6,699	\$	7,366		6,742		4,966		6,617	33.25%	
January	\$	6,378	\$	6,904	\$	6,714	\$	6,605	\$	8,772	\$	120	-100.00%	
February	\$	6,623	\$	6,285	\$	7,095	\$	7,211	\$	7,950	\$	14,089	77.23%	
March	\$	7,064	\$	6,418	\$	7,480	\$	7,046	\$	7,475	\$	6,522	-12.75%	
April	\$	6,825	\$	6,575	\$	6,880	\$	6,974	\$	6,956	\$	6,723	-3.35%	
May	\$	7,065	\$	7,396	\$	8,223	\$	8,582	\$	7,236	\$	7,245	0.13%	
June	\$	7,209	\$	6,970	\$	7,797	\$	7,096	\$	7,362	\$	4,614	-37.33%	
July	\$	7,001	\$	8,320	\$	7,420	\$	6,926	\$	7,302	\$	5,444	-25.45%	
August	\$	6,277	\$	6,538	\$	6,832	\$	6,697	\$	6,728				\$ 6,390
September	\$	12,987	\$	13,261	\$	13,585	\$	13,775	\$	14,355				\$ 9,000
Total	\$	80,330	\$	81,833	\$	85,841	\$	84,279	\$	85,539	\$	57,446		\$ 15,390
Percentage Increase	e/Decre	ase												
Year over Year				2%		5%		-2%		1%				
Partial YTD % Inc/D	ec - Thru	ı July										-10.87%		

-14.85%

## State Revenue Sharing (Fuel Tax)

State Revenue Sh 190-335.122	aring (Fue	el Tax)											% Inc/Dec	Dam	ainder FY19/20
190-335.122	FY	2014/15	FY	2015/16	FY	2016/17	FY	2017/18	F۱	/ 2018/19	F	/2019/20	Mo over Mo	Kem	Projected
October	\$	7,071	\$	4	\$	92	\$		\$	5	\$	8			
November	\$	7,071	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	5,631	-9.74%		
December	\$	7,071	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	5,631	-9.74%		
January	\$	7,071	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	5,631	-9.74%		
February	\$	7,072	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	5,631	-9.74%		
March	\$	7,072	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	5,631	-9.74%		
April	\$	7,072	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	5,631	-9.74%		
May	\$	7,072	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	4,609	-26.12%		
June	\$	7,072	\$	7,242	\$	6,034	\$	6,229	\$	6,239	\$	4,609	-26.12%		
July	\$	7,242	\$	6,474	\$	6,229	\$	6,239	\$	5,637	\$	5,535	-1.81%		
August	\$	8,281	\$	6,004	\$	7,626	\$	8,191	\$	8,443				\$	6,500
September	\$	14,485	\$	12,008	\$	12,457	\$	12,478	\$	11,263				\$	7,900
Total	\$	93,651	\$	82,423	\$	74,582	\$	76,737	\$	75,254	\$	48,542		\$	14,400
Percentage Increa	se/Decrea	ase													
Year over Year				-12%		-10%		3%		-2%					
Partial YTD % Inc/	Dec - Thru	July										-12.61%			
Anticipated YTD %	Inc/Dec														-16.36%

Anticipated YTD % Inc/Dec -16.36%

## PBC Discretionary Surtax

301-338.100	FY 2014/1	5	FY 2015/1	6	F	Y 2016/17	F	Y 2017/18	FY	/ <b>2018/</b> 19	F	Y2019/20	% Inc/Dec Mo over Mo	Rem	ainder FY19/20 Projected
October															
November							\$	53,826	\$	43,246	\$	44,534	2.98%		
December							\$	44,758	\$	46,387	\$	48,350	4.23%		
January							\$	48,273	\$	48,088	\$	50,111	4.21%		
February							\$	72,163	\$	75,605	\$	77,206	2.12%		
March							\$	48,202	\$	49,755	\$	51,785	4.08%		
April							\$	48,140	\$	49,565	\$	50,236	1.35%		
May							\$	69,842	\$	71,824	\$	59,957	-16.52%		
June							\$	46,844	\$	49,571	\$	31,147	-37.17%		
July							\$	43,551	\$	47,220	\$	37,517	-20.55%		
August							\$	60,060	\$	60,917				\$	36,550
September					\$	389,411	\$	99,142	\$	59,813				\$	35,900
Total	\$	* 5	\$	(+:	\$	389,411	\$	634,800	\$	601,991	\$	450,843		\$	72,450
Percentage Increase/D	Decrease														
Year over Year			#DIV/0!			#DIV/0!		63%		-5%					
Partial YTD % Inc/Dec	- Thru July											-6.32%			
Anticipated YTD % Inc/	•														-13.07%

Wet Slips 401-347.512	FY	<sup>,</sup> 2014/15	FY	<sup>,</sup> 2015/16	FY	/ <b>2016/1</b> 7	F	Y 2017/18	FY	<sup>,</sup> 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo	Rei	mainder FY19/20 Projected
October	\$	47,147	\$	58,343	\$	55,927	\$	61,544	\$	65,694	\$	68,891	4.87%		
November	\$	50,537	\$	65,390	\$	67,533	\$	57,349	\$	67,179	\$	65,667	-2.25%		
December	\$	56,086	\$	72,872	\$	67,065	\$	63,880	\$	69,396	\$	74,285	7.04%		
January	\$	59,041	\$	71,873	\$	90,047	\$	65,370	\$	75,607	\$	66,611	-11.90%		
February	\$	69,646	\$	76,624	\$	71,573	\$	71,627	\$	74,301	\$	63,425	-14.64%		
March	\$	66,089	\$	70,831	\$	76,631	\$	69,727	\$	77,518	\$	67,285	-13.20%		
April	\$	67,263	\$	69,321	\$	76,492	\$	71,561	\$	69,443	\$	62,748	-9.64%		
May	\$	61,390	\$	64,482	\$	67,712	\$	60,342	\$	63,303	\$	64,450	1.81%		
June	\$	65,741	\$	58,497	\$	61,995	\$	61,650	\$	70,256	\$	64,397	-8.34%		
July	\$	61,159	\$	57,492	\$	59,352	\$	58,435	\$	71,714	\$	62,773	-12.47%		
August	\$	52,971	\$	55,555	\$	57,550	\$	59,813	\$	63,027				\$	56,725
September	\$	62,076	\$	61,612	\$	67,437	\$	59,954	\$	63,676				\$	57,300
Total	\$	719,146	\$	782,892	\$	819,313	\$	761,251	\$	831,114	\$	660,531		\$	114,025
Percentage Increase	e/Decre	ase													
Year over Year				9%		5%		-7%		9%					
Partial YTD % Inc/Do	ec - Thr	u J <b>uly</b>										-6.23%			
Anticipated YTD % I	nc/Dec														-6.81%

Attachment "B"

Ramp,	<b>Parking</b>	and	Storage	Fees

401-347.610, 611, 6		2014/15	<b>5</b> 14	2045/46	<b>E</b> 14	2046/47	-	/ 2047 /40	-	. 2040 /40	-	12040/20	% Inc/Dec	Rem	ainder FY19/20	
	FY	2014/15	FY	2015/16	FY	2016/17	F	/ 2017/18	FI	2018/19	F	/2019/20	Mo over Mo		Projected	
October	\$	2,127	\$	1,750	\$	1,009	\$	2,451	\$	3,579	\$	3,684	2.93%			
November	\$	858	\$	1,184	\$	1,801	\$	2,448	\$	4,259	\$	2,915	-31.56%			
December	\$	1,816	\$	1,814	\$	3,570	\$	3,470	\$	4,984	\$	4,005	-19.65%			
January	\$	2,044	\$	2,179	\$	4,342	\$	3,490	\$	5,750	\$	4,780	-16.87%			
February	\$	1,126	\$	1,217	\$	3,815	\$	5,171	\$	6,666	\$	3,468	-47.98%			
March	\$	4,316	\$	3,080	\$	2,793	\$	5,658	\$	8,716	\$	5,777	-33.71%			
April	\$	5,973	\$	4,108	\$	6,824	\$	7,730	\$	8,050	\$	1,210	-84.97%			
May	\$	8,095	\$	7,966	\$	8,532	\$	8,577	\$	12,408	\$	5,417	-56.34%			
June	\$	9,887	\$	10,734	\$	16,847	\$	25,702	\$	21,546	\$	6,589	-69.42%			
July	\$	9,046	\$	10,854	\$	10,930	\$	22,612	\$	13,321	\$	7,773	-41.65%			
August	\$	5,682	\$	5,033	\$	7,297	\$	12,285	\$	7,995				\$	2,400	
September	\$	3,289	\$	3,444	\$	3,109	\$	4,219	\$	2,888				\$	1,000	
Total	\$	54,260	\$	53,363	\$	70,870	\$	103,813	\$	100,161	\$	45,615		\$	3,400	
Percentage Increase,	/Decre	ase														
Year over Year				-2%		33%		46%		-4%						
Partial YTD % Inc/De	c - Thru	July										-48.91%				
Anticipated YTD % In	ic/Dec														-51.06%	

Utility Charges 401-347.614, 616	FY	2014/15	FY	2015/16	FY	2016/17	F'	Y 2017/18	FY	/ 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo
				-		•		ŕ				,	
October	\$	2,749	\$	3,944	\$	5,837	\$	6,646	\$	8,380	\$	8,679	3.57%
November	\$	2,050	\$	3,535	\$	6,655	\$	7,326	\$	8,297	\$	7,966	-3.99%
December	\$	3,309	\$	3,606	\$	6,082	\$	8,045	\$	8,219	\$	8,538	3.88%
January	\$	3,008	\$	3,777	\$	8,957	\$	9,602	\$	8,981	\$	7,848	-12.62%
February	\$	2,917	\$	4,613	\$	6,256	\$	8,241	\$	8,799	\$	7,470	-15.10%
March	\$	3,547	\$	3,652	\$	7,518	\$	8,442	\$	9,062	\$	7,740	-14.59%
April	\$	2,966	\$	3,311	\$	7,608	\$	9,597	\$	8,101	\$	7,270	-10.26%
Мау	\$	2,713	\$	3,598	\$	6,986	\$	7,917	\$	8,040	\$	6,820	-15.17%
June	\$	3,474	\$	3,232	\$	6,231	\$	7,751	\$	8,557	\$	7,500	-12.35%
July	\$	4,049	\$	5,900	\$	5,898	\$	7,468	\$	5,396	\$	7,334	35.93%
August	\$	3,649	\$	5,419	\$	6,818	\$	7,846	\$	8,147			
September	\$	4,059	\$	6,555	\$	6,949	\$	7,893	\$	8,085			
Total	\$	38,491	\$	51,143	\$	81,794	\$	96,773	\$	98,063	\$	77,164	
Percentage Increase/	Decrea	ise											
Year over Year				33%		60%		18%		1%			
Partial YTD % Inc/Dec	: - Thru	July										-5.70%	

Town of Lake Park Historical Non-Ad valorem Revenues

FY 2014/15 - FY 2019/20	
Gasoline Sales	
401-369.200	

401-369.200	FY	2014/15	FY	/ 2015/16	F'	/ 2016/17	F۱	/ 2017/18	F۱	/ 2018/19	F'	Y2019/20	% Inc/Dec Mo over Mo	Rem	nainder FY19/20 Projected
						,	-	,			-	,			,
October	\$	25,002	\$	21,262	\$	9,991	\$	15,453	\$	23,199	\$	20,509	-11.60%		
November	\$	10,940	\$	17,277	\$	15,212	\$	20,832	\$	22,965	\$	28,167	22.66%		
December	\$	21,573	\$	19,529	\$	14,609	\$	26,791	\$	22,599	\$	15,598	-30.98%		
January	\$	13,952	\$	19,230	\$	18,944	\$	15,975	\$	21,150	\$	28,777	36.06%		
February	\$	14,549	\$	18,256	\$	27,613	\$	34,866	\$	23,408	\$	20,309	-13.24%		
March	\$	24,749	\$	23,542	\$	26,343	\$	27,898	\$	43,724	\$	27,843	-36.32%		
April	\$	26,264	\$	23,475	\$	15,607	\$	36,310	\$	35,777	\$	2,955	-91.74%		
May	\$	38,055	\$	35,040	\$	37,146	\$	18,483	\$	35,428	\$	28,270	-20.21%		
June	\$	38,570	\$	31,186	\$	34,375	\$	53,997	\$	51,772	\$	34,822	-32.74%		
July	\$	34,053	\$	36,302	\$	35,852	\$	39,901	\$	41,807	\$	29,241	-30.06%		
August	\$	31,309	\$	22,960	\$	27,730	\$	32,824	\$	34,428				\$	22,725
September	\$	32,466	\$	22,517	\$	22,695	\$	20,932	\$	16,829				\$	11,100
Total	\$	311,482	\$	290,576	\$	286,115	\$	344,262	\$	373,085	\$	236,491		\$	33,825
Percentage Increas	e/Decre	ase													
Year over Year				-7%		-2%		20%		8%					
Partial YTD % Inc/D	ec - Thr	u July										-26.52%			
Anticipated YTD %	Inc/Dec														-27.55%

Diesel Sales 401-369.201	FY	2014/15	F۱	<sup>,</sup> 2015/16	F'	Y 2016/17	F	Y 2017/18	F'	Y 2018/19	F	Y2019/20	% Inc/Dec Mo over Mo	Remainder FY19/20 Projected	
		•				•		•		•		·		1	
October	\$	12,414	\$	8,601	\$	8,177	\$	6,215	\$	4,954	\$	10,732	116.63%		
November	\$	12,603	\$	9,347	\$	12,727	\$	11,844	\$	25,080	\$	5,886	-76.53%		
December	\$	13,212	\$	6,646	\$	5,777	\$	15,555	\$	11,818	\$	4,031	-65.89%		
January	\$	17,217	\$	11,117	\$	10,404	\$	6,101	\$	10,694	\$	3,067	-71.32%		
February	\$	15,454	\$	11,005	\$	10,617	\$	11,977	\$	16,259	\$	6,661	-59.03%		
March	\$	18,129	\$	14,515	\$	9,440	\$	19,547	\$	13,409	\$	8,918	-33.49%		
April	\$	28,979	\$	16,213	\$	13,653	\$	22,878	\$	23,161	\$	1,046	-95.49%		
May	\$	15,367	\$	27,425	\$	15,140	\$	11,437	\$	18,942	\$	6,446	-65.97%		
June	\$	15,155	\$	14,347	\$	13,178	\$	16,058	\$	17,419	\$	13,173	-24.38%		
July	\$	16,024	\$	14,998	\$	11,121	\$	13,135	\$	14,057	\$	8,799	-37.41%		
August	\$	13,409	\$	11,540	\$	12,700	\$	11,478	\$	16,370				\$ 6,550	
September	\$	10,271	\$	7,300	\$	6,380	\$	7,319	\$	3,991				\$ 1,600	
Total	\$	188,233	\$	153,054	\$	129,312	\$	153,544	\$	176,153	\$	68,758		\$ 8,150	
Percentage Increase	e/Decre	ase													
Year over Year				-19%		-16%		19%		15%					
Partial YTD % Inc/De	ec - Thr	u July										-55.87%			
Anticipated YTD % I		•												-56.34%	

Commercial	User	Fees	 TLP
404 242 420			

404-343.420	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		FY2019/20		% Inc/Dec Mo over Mo	Remainder FY19/20 Projected	
October	\$	63,085	\$	67,383	\$	69,642	\$	66,362	\$	64,384	\$	71,658	11.30%		
November	\$	62,102	\$	69,466	\$	67,263	\$	65,784	\$	74,695	\$	72,096	-3.48%		
December	\$	(50)	\$	65,973	\$	67,445	\$	65,240	\$	81,315	\$	72,562	-10.76%		
January	\$	125,552	\$	63,765	\$	65,632	\$	59,992	\$	69,193	\$	71,605	3.49%		
February	\$	63,957	\$	62,796	\$	66,943	\$	64,319	\$	70,684	\$	58,298	-17.52%		
March	\$	62,493	\$	62,993	\$	63,679	\$	72,567	\$	71,192	\$	70,389	-1.13%		
April	\$	63,549	\$	63,139	\$	56,939	\$	66,092	\$	66,778	\$	70,851	6.10%		
May	\$	63,324	\$	64,150	\$	64,721	\$	66,954	\$	71,384	\$	66,622	-6.67%		
June	\$	64,715	\$	64,657	\$	63,926	\$	66,079	\$	71,702	\$	68,977	-3.80%		
July	\$	62,750	\$	64,711	\$	63,780	\$	65,354	\$	87,402	\$	69,723	-20.23%		
August	\$	64,914	\$	66,443	\$	64,845	\$	73,414	\$	85,335				\$	80,000
September	\$	67,540	\$	67,174	\$	92,854	\$	56,762	\$	73,372				\$	69,700
Total	\$	763,931	\$	782,652	\$	807,669	\$	788,921	\$	887,436	\$	692,782		\$	149,700
Percentage Increase	e/Decre	ease													
Year over Year				2%		3%		-2%		12%					
Partial YTD % Inc/D	ec - Thr	u July										-4.93%			
Anticipated YTD % Inc/Dec													-5.07%		