



APPROVED
BUDGET ADVISORY BOARD MEETING
CITY OF FORT LAUDERDALE
JULY 19, 2023 – 5:00 P.M.
Fort Lauderdale Executive Airport
Red Tails Conference Room
6000 NW 21st Avenue
Fort Lauderdale, FL 33309

Board Member	Attendance	10/2022 through 9/2023	
		Cumulative Attendance Present	Absent
Brian Donaldson, Chair	P	5	0
Jeff Lowe, Vice Chair	P	5	0
William Brown	P	4	1
Ross Cammarata	P	4	1
John Rodstrom	P	4	0
Christian Macellari	A	2	3
Michael Marshall	P	5	0
Prabhuling Patel	P	4	1

Staff

Greg Chavarria, City Manager
 Susan Grant, Assistant City Manager
 Anthony Fajardo, Assistant City Manager
 Laura Reece, Director, Office of Management and Budget
 Yvette Matthews, Assistant Director, Office of Management and Budget
 Stephen Gollan, Fire Chief
 Charmaine Crawford, OMB Department and Board Liaison
 J. Opperlee, Prototype Inc. Recording Secretary

Communications to the City Commission

- *FY 2024 Proposed Budget*

Motion made by Mr. Cammarata, seconded by Mr. Rodstrom to inform the City Commission that the BAB approves the budget as presented this evening. In a roll call vote, motion passed 7-0.



DRAFT
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Others

Dorshia Edmond, CEO of the R.O.N.G. Youth Program, Inc.
 Sue Colton, R.O.N.G. Youth Program board member

Communications to the City Commission

- *FY 2024 Proposed Budget*

Motion made by Mr. Cammarata, seconded by Mr. Rodstrom to inform the City Commission that the BAB approves the budget as presented this evening. In a roll call vote, motion passed 7-0.

I. Call to Order

The meeting of the Budget Advisory Board was called to order at 5:00 p.m.

II. Roll Call

Roll was called, and it was determined a quorum was present.

III. Approval of Meeting Minutes – June 15, 2023

Motion made by Mr. Lowe, seconded by Mr. Brown to approve the minutes of the Board's June 15, 2023 meeting. In a voice vote, motion passed unanimously.

IV. Floor Open for Neighbor Input

Dorshia Edmond, CEO of the R.O.N.G. Youth Program, described their program and distributed documentation. She requested the Board's support to sustain the program. Chair Donaldson asked how many kids they would serve and Ms. Edmond stated they would serve 40 kids in four specific City zip codes, with their \$87,000 budget. Mr. Cammarata encouraged Ms. Edmond to speak with Pamela Beasley-Pittman, District Commissioner for the zip codes targeted by this program, regarding City support.

Mr. Patel wondered if some of the kids would be eligible for the Guardian Ad Litem program. Ms. Edmond confirmed for Mr. Brown that she was requesting the City fund the program's shortfall. Mr. Brown suggested approaching more local foundations for funding as well.

Chair Donaldson recalled when the Board had considered the charitable contributions two years ago, they had discovered that there was match funding available. He thought Vice Mayor Beasley-Pittman's office may be able to help with that. He noted that leveraging matching funds was something the City Commission considered when awarding its funds. Chair Donaldson suggested the City produce a resource guide for organizations seeking help. He agreed to speak with Vice Mayor Beasley-Pittman himself regarding this request. Sue Colton, board member, introduced herself.

V. Old Business

Chair Donaldson recalled the Board had recommended Funding Scenario 3 for the Water Treatment Plant, but the City Commission had chosen Scenario 1 because it would save more money over time. Ms. Grant stated this fall, water rates would increase 22.5% and sewer rates would increase 9%. The average would be an approximately 14% combined increase in bills.

Chair Donaldson said their next joint meeting with the City Commission had been moved from August 15 to September 5.

VI. New Business

- **Presentation of FY 2024 Proposed Budget and Community Investment Plan to Budget Advisory Board – Greg Chavarria, City Manager**

Mr. Chavarria provided the Power Point presentation, a copy of which is attached to these minutes for the public record.

Ms. Grant confirmed that all tiers would experience the same approximate 14% rate increase in water/sewer charges. She recalled that every five years, the City considered the tiers' rate structure and this was scheduled for the next year.

Chair Donaldson remarked that only 20% of the City's \$1.1 billion budget was from ad valorem property taxes and noted this helped keep the millage rate low.

Mr. Brown talked about large projects such as the Four Seasons Hotel, which was sold out and appeared to be completed, but was operating under a Temporary Certificate of Occupancy [TCO], allowing them to avoid paying taxes. Mr. Fajardo said there had been a change to the State Statute language in 2016 or 2017 from specifying a time period to issue a TCO to this being at the Building Official's discretion, with no limitation. He said the Building Official focused on life safety issues. He did not believe there were a lot of buildings operating under a TCO. Mr. Chavarria agreed to come back to the Board with more information and suggestions for ways they could encourage a property to get on the tax roll sooner.

Chair Donaldson asked about the partnership with other cities on a County incinerator. Ms. Matthews said they had built into the budget the costs for the consulting fees and recurring costs directly related to the incinerator project.

Mr. Cammarata thought the employee to population ratio was better today than in the past and asked Mr. Chavarria if they needed more employees in certain areas, aside from the Police force. Mr. Chavarria stated the City was open to taking advantage of innovation, technology, and competitive pricing to improve cost efficiency. Chair Donaldson noted Fort Lauderdale had many fewer homesteaded properties than other municipalities in Broward County.

Mr. Chavarria said the Fire Chief alerted him whenever they ran out of rescues and those instances were becoming more common. They were investigating how to receive more mutual aid from the rest of the County and whether they were offering more mutual aid than they received. Mr. Brown thought they would need additional stations in the future to address additional needs. Mr. Chavarria agreed to bring back statistics on calls for service for Police and Fire over the years.

Ms. Grant said the stormwater bonds had just come in at 4.15% interest. They would also use Water Infrastructure Finance and Innovation Act (WIFIA) loans at approximately 2%.

- **Collective Bargaining Update – Susan Grant, Assistant City Manager**

Ms. Grant said they had come to an agreement in principle with FOP and she anticipated they would ratify four agreements on August 22. They would have a one-year agreement and a three-year agreement taking them through 2026. As part of the agreement, the annual COLA would be based on the Social Security Consumer Price

Index (CPI) from the previous year and would be limited to between 3% and 4%. Regarding the restoration of Tier 1 pension benefits, the City had agreed to restore them, but for Tier 2 people hired 2014 and later, instead of being eligible for retirement at 20 years regardless of age, they would be eligible at 25 years regardless of age. The pensionable overtime had increased from 40 hours per year to 80 hours. Ms. Grant noted the pension changes would not impact the budget until 2025.

Ms. Grant said the City gave Police \$600,000 per month to cover the costs of their health insurance and would get two premium holidays over the course of the second contract, saving \$1.2 million.

Chair Donaldson said the Commission would meet next on August 22 when they returned from summer break. The BAB would have the joint meeting with them at the Commission's September 5 meeting, which was also the date of the first public budget hearing. The second public budget hearing and vote on the budget would be on September 13. The BAB would subsequently meet on September 20.

Chair Donaldson had heard from Commissioners, whose constituents had informed them that they had not allocated enough money for sidewalks. He said one Commissioner had asked him to address HOA presidents but Chair Donaldson had replied that residents could attend a BAB meeting. He had reminded the Commissioner that their priority had been for Police and Fire funding and they could shift CIP funding for sidewalks.

VII. Infrastructure Task Force Update

Mr. Marshall said there had been no meeting.

IX. Board Member Comments

Chair Donaldson asked if the Board wished to cancel their August 8 meeting.

Motion made by Mr. Cammarata, seconded by Mr. Patel, to cancel the August 8 meeting.

Ms. Reece said the Board needed to send a communication to the City Commission regarding the budget tonight if they did not meet in August. Mr. Cammarata withdrew his motion. Board members then addressed agenda item VIII.

VIII. Communications to/from the City Commission

Motion made by Mr. Cammarata, seconded by Mr. Rodstrom to inform the City Commission that the BAB approves the budget as presented this evening. In a roll call vote, motion passed 7-0.

Motion made by Mr. Lowe, seconded by Mr. Brown, to cancel the August 8 BAB meeting. In a voice vote, motion passed unanimously.

X. Adjourn

The meeting was adjourned at 6:15 p.m.



R.O.N.G. YOUTH PROGRAM INC.

07.19.2023

Dorshia Edmond CEO
Rong Youth Program Incorporated
3231 Auburn Blvd
Fort Lauderdale , FL 33312

Overview

Restore Our Next Generation (R.O.N.G.) Youth Program Incorporated is a 501c3 non-profit organization in Fort Lauderdale, Florida established in 2022. We serve youth in Central Broward County attending Broward County Schools ages 11-18 with our 3 pillars of service, mentoring, tutoring, and college & career readiness.

R.O.N.G.'s **Mission** is to serve youth and their families in underserved communities by providing mentorship and resources to improve family outcomes. Our **Vision** is to become a nationally recognized program that provides support for youth and their families as they transition to brighter futures. Our **Values** include Community; Accountability; Self-Respect; Kindness; and Growth.

Our Programs : R.O.N.G Future Prep Program ; R.O.N.G Parent Support group ;

We urgently need to expand and enhance our services to address the critical challenges of vulnerable youth in our target community. Through a collaborative approach, we aim to improve youth outcomes, strengthen partnerships, and empower young individuals to overcome barriers to success.

Goals


1. To reduce juvenile delinquency and truancy in target zip codes: 33311, 33312, 33313, 33319 by 15%.
2. Expanding and Enhancing R.O.N.G. Youth Program for Lasting Community Impact.

Specifications

Statement of Need: The need for expanded and enhanced youth programs arises from several critical factors:

1. **Disconnection and Vulnerability:** Many youths in our target community are disconnected from school, work, and family, leading to severe consequences for individuals and society.

Disconnected youth incur substantial costs in terms of lost potential, increased welfare and medical expenses, and reduced community productivity. These vulnerable youth face interrelated challenges that demand a coordinated approach to address educational



attainment, mental health, substance abuse, transportation, and homelessness. By expanding our services, R.O.N.G. can play a crucial role in providing the support and resources necessary for these youth to thrive.

2. Collaboration and Coordination: To effectively address the multifaceted needs of disconnected youth, collaboration, and coordination among agencies and organizations are essential. By fostering strategic partnerships and aligning with Broward Up R.O.N.G. can leverage existing resources, streamline youth program guidance, and maximize our interventions' impact. Coordinated strategies that bring together various stakeholders will ensure a comprehensive approach to youth development, enhancing the overall effectiveness of our programs.

3. Youth Engagement and Empowerment: Youth engagement and partnership lie at the heart of R.O.N.G.'s mission. By actively involving young individuals in decision-making processes, fostering youth-adult partnerships, and providing opportunities for skill development and leadership training, we empower them to take charge of their futures. By expanding our reach and deepening the evidence base through innovative approaches, R.O.N.G. can fill knowledge gaps and create sustainable, youth-centric solutions that address the specific barriers faced by our target population.

4. Addressing Employment Barriers: Our target community faces significant employment barriers for adults and youth, including limited job opportunities, competition for available jobs, racism, and discrimination. Additional challenges include a need for more supportive services like childcare and transportation, insufficient skills among youth, a shortage of employed role models, and prevalent drug use. By expanding R.O.N.G.'s services, we can provide comprehensive support systems, including job readiness training, mentorship, and access to resources, to equip youth with the skills and support necessary to overcome these barriers.

Quantitative Data:

1. **Youth Disconnection:** According to data from Broward County Public Schools during the 2019-2020 school year, out of the total student enrollment of 267,970, 5,094 students were identified as homeless, with 408 (8%) residing in shelters. These numbers highlight our target areas with a significant vulnerable and disconnected youth population.
2. **Economic Impact:** Disconnected youth have substantial financial implications for the community. Studies have shown that each disconnected young person costs society an estimated \$235,680 in lost earnings, welfare and medical costs, and unmet potential over their lifetime. By addressing disconnection and providing opportunities for education and employment, R.O.N.G. can contribute to reducing these economic burdens.
3. **Unemployment and Limited Opportunities:** In our target communities zip codes (33311, 33312, 33313, 33319), residents have identified a need for more quality job opportunities for adults and youth. There is fierce competition for limited available jobs, exacerbating the challenges faced by disconnected youth in finding employment and breaking the cycle of poverty.

Qualitative Data:

1. **Testimonials from Youth and Families:** Through interviews and surveys conducted by R.O.N.G., youth, and their families have expressed their struggles and identified the barriers they face, including lack of supportive services such as childcare and transportation, limited skills, absence of employed role models, and drug use within their communities. These testimonials highlight the urgent need for comprehensive support systems that address these challenges and provide opportunities for growth and success.
2. **Community Perception and Needs Assessment:** R.O.N.G. has conducted extensive community research and needs assessments to understand the specific needs and challenges youth in the target area face. The findings reveal a consensus among community members regarding the need for quality youth programs, job opportunities, and resources to overcome barriers to success.
3. **Impact on Youth Development:** Feedback from program participants and their families has

indicated the positive impact of R.O.N.G.s existing programs. These impacts include providing a safe space for young people, fostering meaningful youth-adult relationships, enhancing training and education services, and offering opportunities for youth productivity and personal growth. These qualitative insights underline the importance of expanding and enhancing R.O.N.G. services to reach more youth and create lasting change.

Combining quantitative data that highlights the scale and economic implications of the problem with qualitative data that captures the personal experiences and community perspectives makes the compelling need for expanding and enhancing R.O.N.G. Youth Program evident. It underscores the urgency to address the challenges faced by disconnected youth, empower them with necessary resources, and ensure their successful transition to a brighter future.

Performance Measures:

1. 85% of Enrolled Program Youth will remain free from law violations in the juvenile justice system during program and 6 months post program completion.
2. 85% of Enrolled Program Youth will complete all program participation requirements.
3. 85% of Enrolled Program Youth will maintain/improve school attendance during program participation.

Milestones

During our 1st fiscal year 2022-2023 ,12 youth participated in R.O.N.G's future prep program and were provided academic tutoring, mentoring and case management services . RONGS Parent Support Group served 10 parents/guardians who were provided resources and referrals to find better employment, food and housing . R.O.N.G hosted a back to school drive that served 100 residents in Fort Lauderdale with School supplies for the 2022-2023 School Year. For the Holidays R.O.N.G Fed 150 families in Partnership with Warm Heart Mentorship Services Inc .

All youth participated in our flagship training were exposed to 20 career paths, taught: communication skills, conflict resolution, self- awareness, accountability, self respect, college and career preparedness, attended 1 college tour, 2 scholarship exposes and received over \$31,000 in scholarships , a few participated in America on tech, 1 graduated in June and will attend Broward College in the fall. For the summer 70 % of the students gained summer employment and the other 30% have internships. Parents over the summer have had time to enroll in GED or certificate programs through our partnership with Broward Up to improve their quality

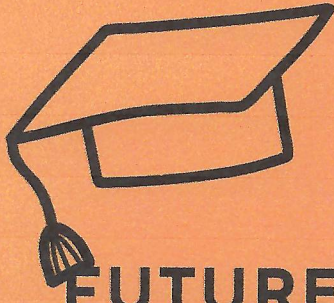
Conclusion:

The need to expand and enhance the R.O.N.G. Youth Program is undeniable. By extending our reach and strengthening our partnerships, we can make a lasting impact on the lives of vulnerable youth in our community. Through collaboration, coordination, and a focus on youth engagement, we can address the complex challenges of disconnection, provide vital support services, and empower young individuals to lead successful and fulfilling lives. With the support of the City of Fort Lauderdale and aligned with their strategic plans, R.O.N.G. is poised to transform the trajectory of our youth, creating a brighter future for generations to come.



R.O.N.G.
YOUTH PROGRAM INC.

Organization Name		Rong Youth Program Incorporated	
Budget			
Number Individuals Served	40	Total: 20 students plus at least one parent/caregiver	
Number of Sites	1	20 families/site for 30 weeks for SY	
Revenue	Amount	Complete	Committed or Pending
Walmart	\$2,500.00		Committed \$500.00
Broward College	\$ 7,500.00		Pending
Fundraisers	\$ 1,000.00		Committed \$1,000.00
Broward County Sherrifs	\$ 10,000.00		Pending
Foundations	\$ 5,000.00		Pending
Individual Contributors(professional service	\$ 5,000.00		Varies
In-Kind: Venues donated by Library	\$ 9,000.00		Committed \$9,000.00
Revenue Total	\$ 40,000.00		\$15,500.00
Expenses	Program Expenses	Budget Narrative	
Salaries			
Program Coordinator (1FTE)	\$ 47,000.00	1 year salary Position needed	
Tutor (2PTE)	\$ 12,000.00	2 Site Tutor@ \$12,000/year(Position Needed)	
Accountant	\$ 4,000.00	1 Accountant for Fiscal year (position Needed)	
Salary Subtotal	\$ 63,000.00		
Program Supplies	\$ 2,500.00	participant supplies , and snacks during meetings	
Back 2 School Drive	\$ 3,000.00	100 families back to school supplies	
Laptops (3 for staff)	\$ 2,100.00	3 Laptops 700 a piece	
Training and Conferences	\$ 3,000.00	Training for staff and board members	
Travel	\$ 2,240.00	Travel for year	
In-Kind: Venue Donated	\$ 12,000.00	Site Donated 1 room	
Subtotal - Direct Expenses Only	\$ 87,840.00		
Expense Total	\$ 87,840.00	\$	-
Cost Per Student for 16 Weeks	\$ 295.58		
Cost Per Student Per Week	\$ 36.95		



R.O.N.G. YOUTH PROGRAM INC.



R.O.N.G. YOUTH PROGRAM

FUTURE PREP PROGRAM

MEET US THESE SATURDAY'S 12-4PM

SEPTEMBER: 9, 16

OCTOBER 7, 14

NOVEMBER: 4, 18

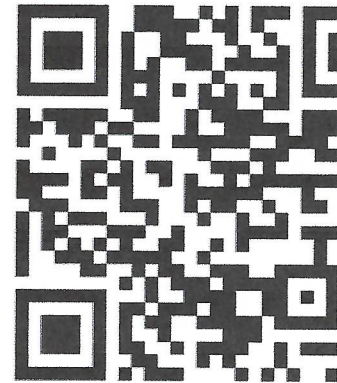
DECEMBER: 2, 9

JANUARY: 6, 13

FEBRUARY: 3, 10

MARCH : 2, 9

APRIL 5, 12



AGES 11-18

OUR MISSION

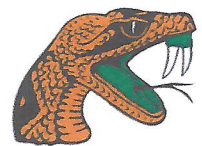
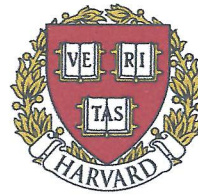
To serve youth and their families in underserved communities by providing mentorship and resources to improve the family outcomes.

OUR VISION

To become a nationally recognized program that provides support for youth and their families. as they transition to brighter futures.

OUR VISION

- Community
- Accountability
- Self-Respect
- Kindness
- Growth



R.O.N.G. ALSO OFFERS



- Social Media Awareness
- Motivational Speaking
- College Career & Prep
- Suicide Awareness
- Academic Talks
- Tutoring

LOCATION



1409 NW sixth st ,Fort Lauderdale Florida rm412



954-676-2394



rongyouth@gmail.com



rongyouthprogram.

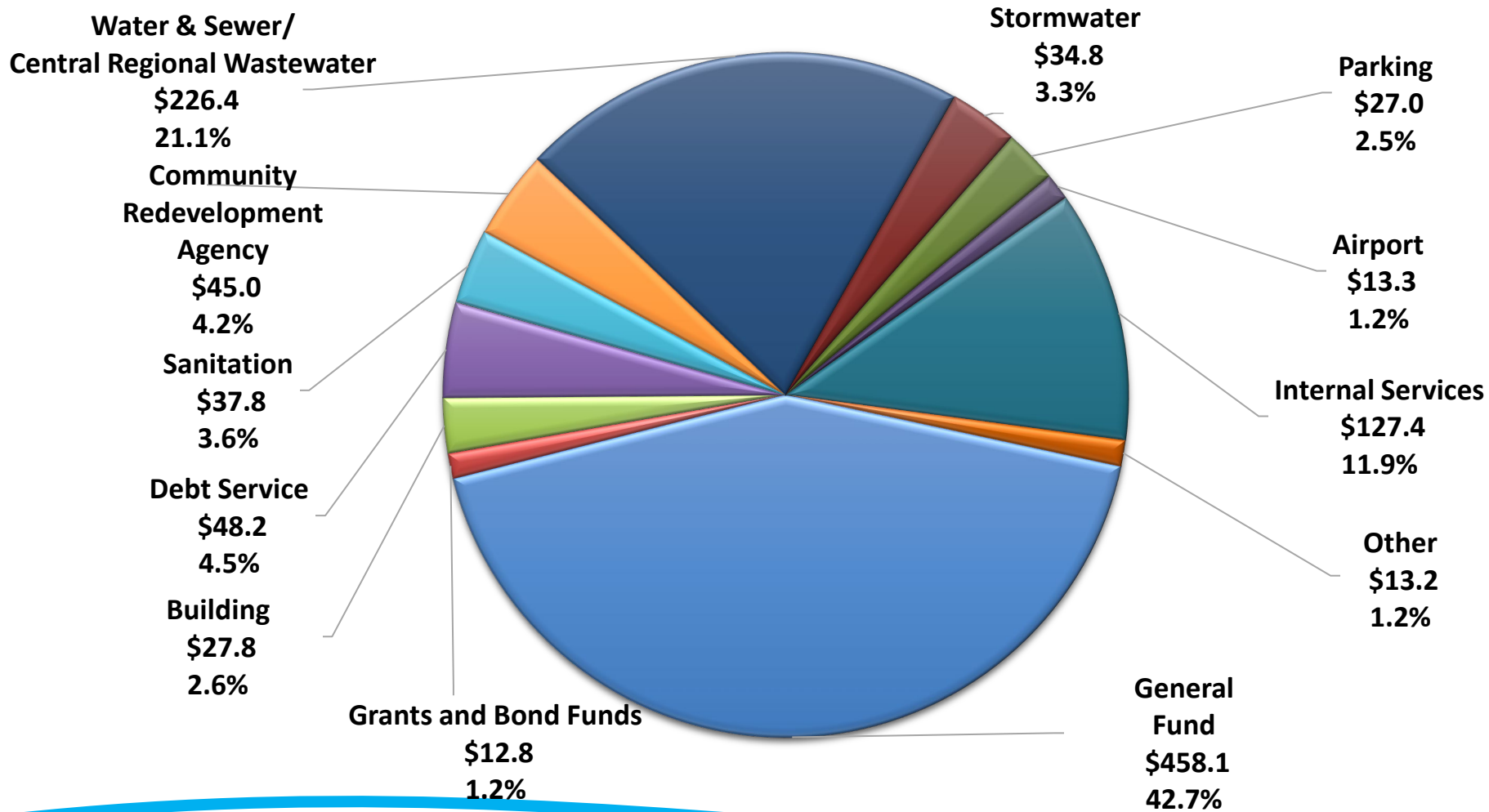
FY 2024

PROPOSED BUDGET HIGHLIGHTS



OVERALL OPERATING BUDGET

(Amounts in Millions)

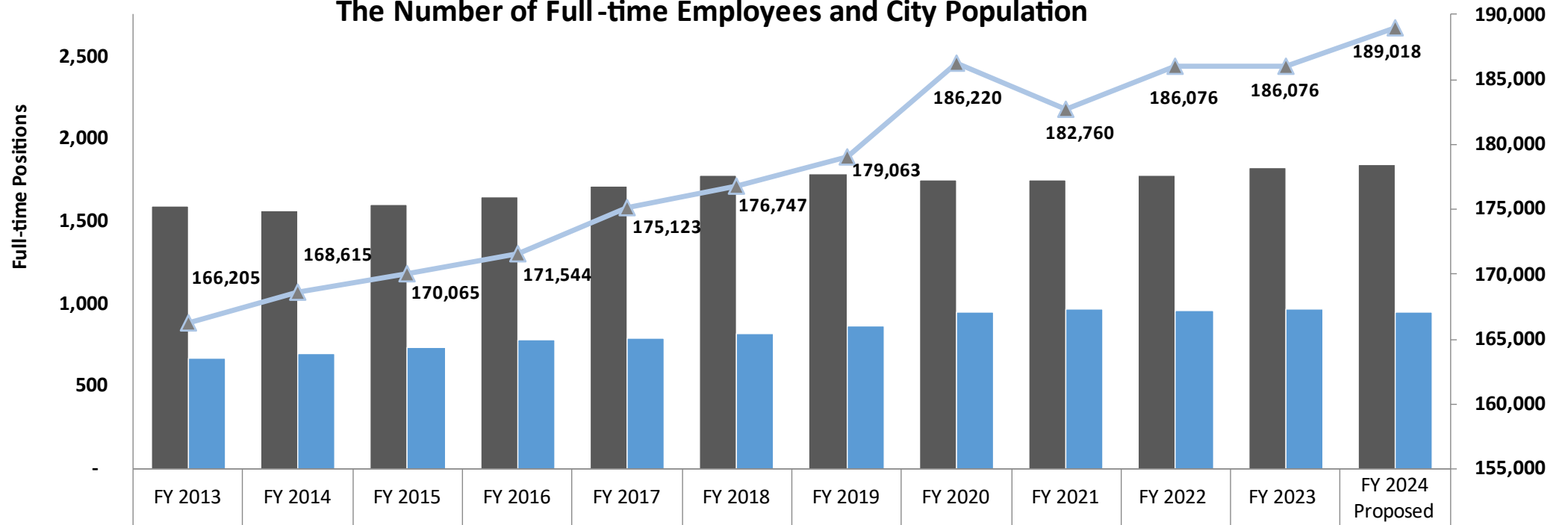


**FY 2024
Proposed Budget
\$1.1 Billion**



NUMBER OF EMPLOYEES VS CITY POPULATION

The Number of Full-time Employees and City Population

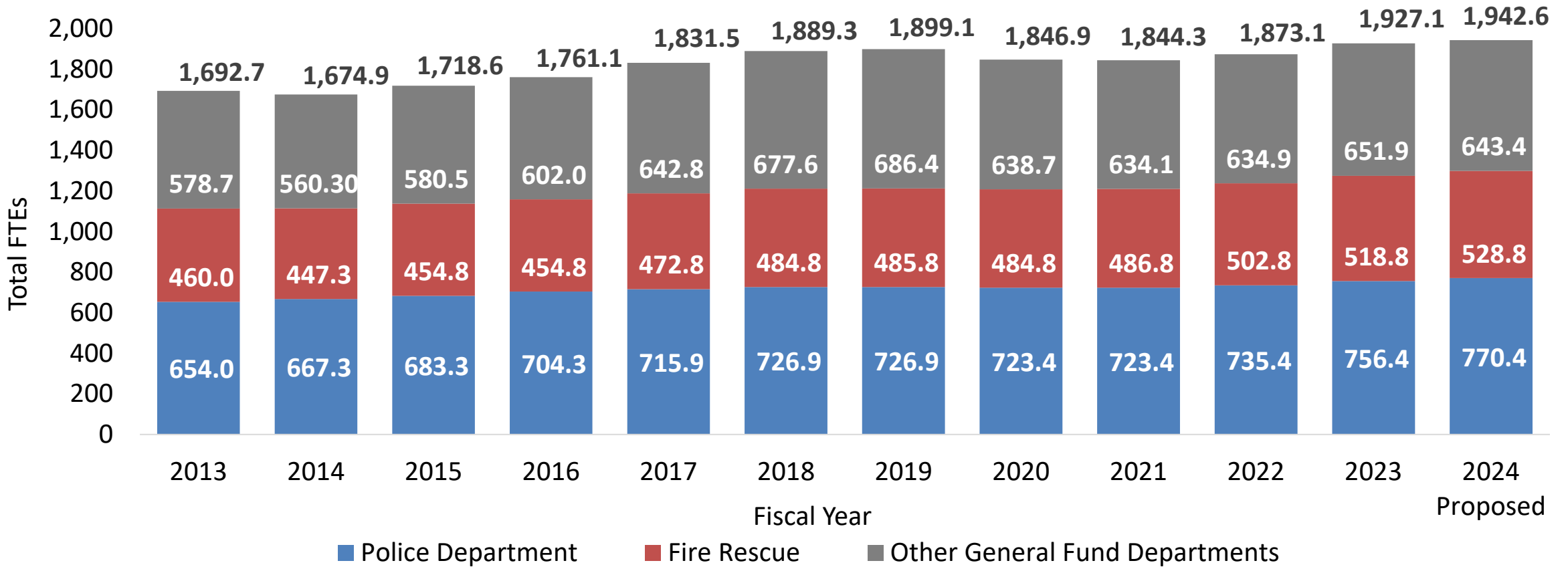


	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 Proposed
General Fund Employees	1,594	1,565	1,605	1,647	1,715	1,774	1,786	1,747	1,745	1,773	1,827	1,844
Other Fund Employees	668	701	733	782	788	820	867	951	966	959	965	952
Population Estimate*	166,205	168,615	170,065	171,544	175,123	176,747	179,063	186,220	182,760	186,076	186,076	189,018

*Population Estimates; Bureau of Economic and Business Research, April 2022.



Growth of Public Safety and General Fund Employees FY 2013 – Proposed FY 2024



Of the 249.85 FTEs added to the City's General Fund since FY 2013, 185.20 employees (or 74%) have been dedicated to Public Safety



FY 2024 AVERAGE SINGLE FAMILY TAX BILL

Rate/Assessment	FY 2023	FY 2024	Increase/(Decrease)	Percent Increase/(Decrease)
Millage Rate 4.1193	\$2,216	\$2,216	-	0%
Voter Approved Debt	0.2833	0.2737	\$0	-3%
Voter Approved Debt FY 2023 - 0.2833 FY 2024 - 0.2737	\$152	\$147	(\$5)	-3%
Stormwater Assessment	\$258	\$284	\$26	10%
Fire Assessment	\$321	\$338	\$17	5%
Total	\$2,947	\$2,985	\$38	1%

- Based on a \$538,105 taxable value single family home (Average taxable value)
- Voter approved debt assessment is decreasing primarily due to the increase in citywide taxable values



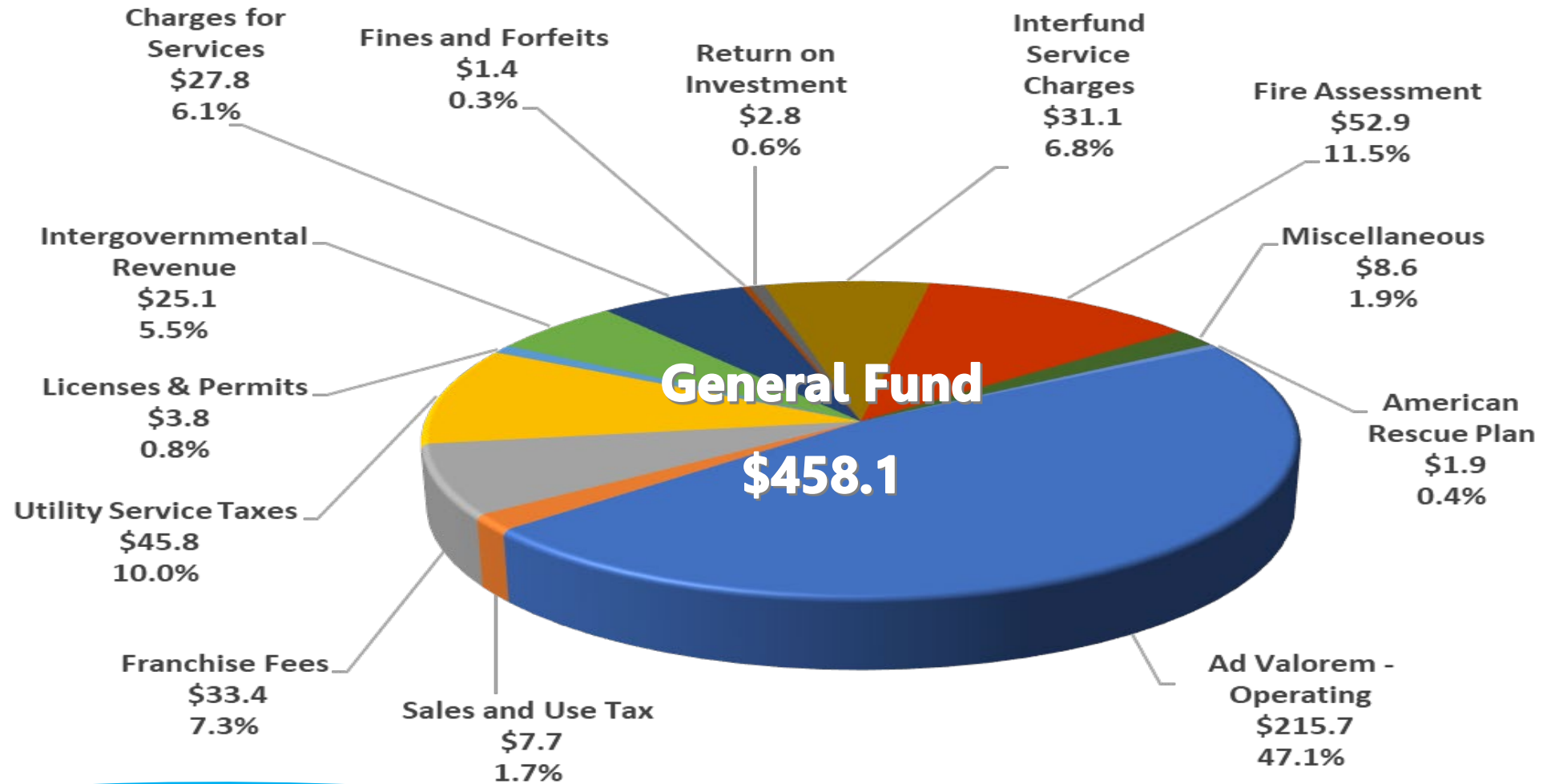
FY 2024 PROPOSED FEE FOR SERVICE ADJUSTMENTS

Rate	FY 2023	FY 2024	Increase/ (Decrease)	Percent Increase/ (Decrease)
Water/Sewer Monthly Charges (avg. usage of 5,000 gallons)**	\$82.14	\$93.67	\$11.53	14.0%
Sanitation Monthly Charges (Single Family Residential Rate)	\$45.78	\$47.61	\$1.83	4.0%
Building Fees				25.0%

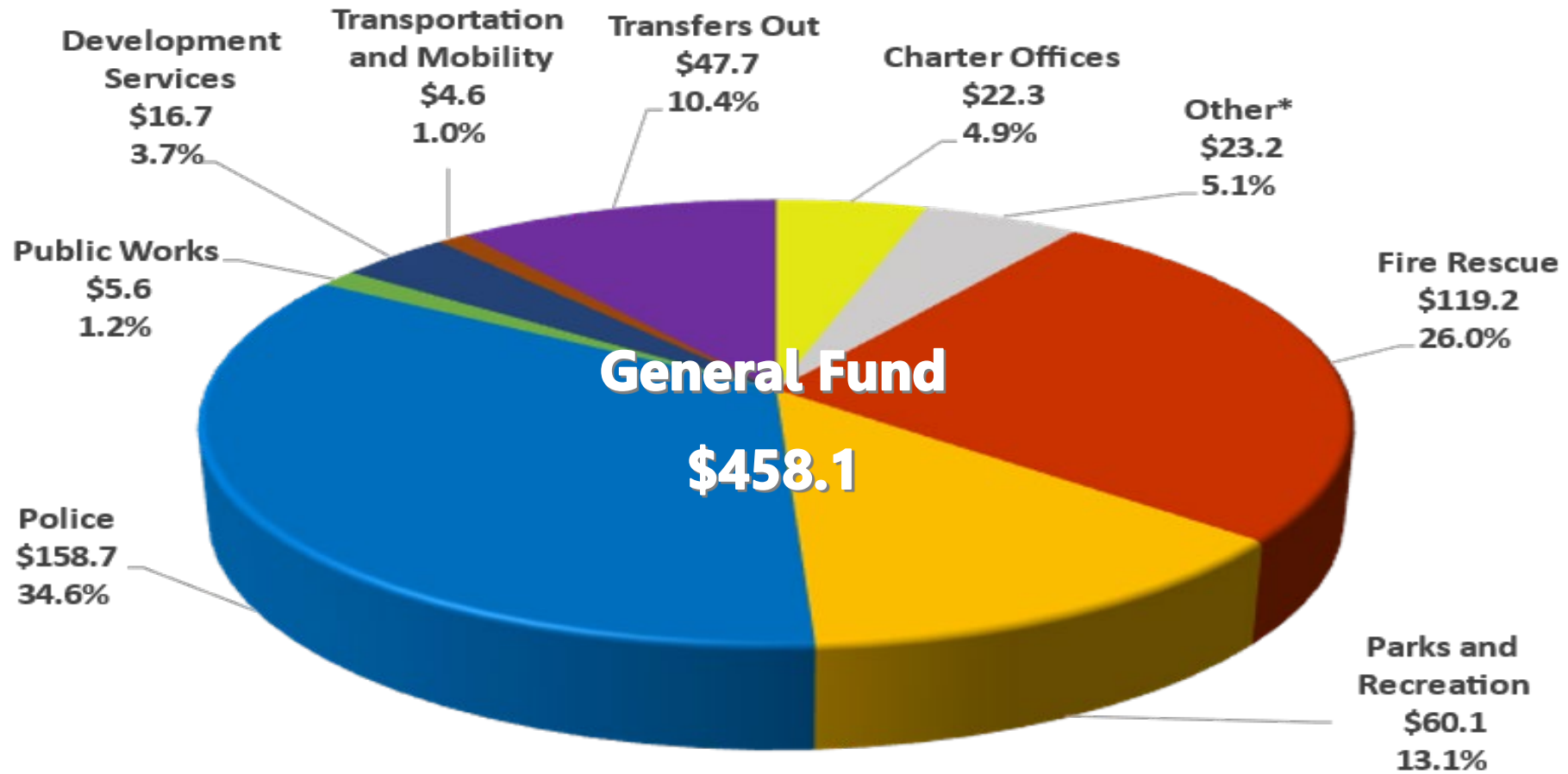
***The blended 22.5% and 9.0% rate increases are intended to generate approximately 14.0% more revenue for the utility in total. The impact varies based on user class and consumption.*



WHERE DOES THE MONEY COME FROM?



WHERE DOES THE MONEY GO?



**Other includes Finance, Human Resources, Debt Services, Office Management and Budget, and Other General Government Departments.*



10 YEAR HISTORY OF PROPERTY TAXES AND NET NEW CONSTRUCTION

Calendar Tax Year	Net New Construction	Final Gross Taxable Value	Increase/Decrease from Prior Year	Operating Millage Rate
2023 - June	\$979,744,840	\$54,545,676,988	11.70%	4.1193
2022 - Final	\$1,679,235,780	\$48,831,412,419	13.01%	4.1193
2021-Final	\$1,141,870,340	\$43,209,678,707	5.73%	4.1193
2020-Final	\$686,582,000	\$40,866,781,365	5.43%	4.1193
2019-Final	\$1,139,083,000	\$38,762,628,574	7.36%	4.1193
2018-Final	\$824,076,040	\$36,105,845,628	7.69%	4.1193
2017-Final	\$340,929,480	\$33,528,048,467	8.27%	4.1193
2016-Final	\$455,847,640	\$30,966,306,786	9.20%	4.1193
2015-Final	\$329,982,320	\$28,357,575,422	9.09%	4.1193
2014-Final	\$105,754,281	\$25,994,723,014	5.88%	4.1193



Water & Sewer Fund

What's Increasing?

- Total operating budget including transfers is \$182.5 million
 - Increase of \$34.5 million from FY 2023
- Water Rate increase of 22.5%
- Sewer Rate increase of 9.5%

Why The Increase?

- Construction of the approved Prospect Lake Water Treatment Plant
- Procurement of a new Automatic Metering System
- Increase in operating costs (salaries, wages, chemicals, electricity etc.)
- Increase in costs of capital projects

5/8 Inch Meter	FY 2023 Rate	FY 2024 Proposed Rate	\$ Change	% Change
Total	\$82.14	\$93.67	\$11.53	14.0%*

**Represents the blended rate increase. The impact varies based on user class and consumption.*



CENTRAL REGIONAL WASTEWATER SYSTEM FUND

What's Increasing?

- Total operating budget is \$43.9 million
 - Increase of \$6.5 million from FY 2023
- Bulk wastewater rate increase of \$0.15/1000 gallons

Why The Increase?

- Increased budget will support capital projects:
 - Rehabilitation of wastewater reactors and clarifiers
 - Upgrades to the motor control centers
 - Deep well mechanical integrity testing
 - Design and construction of a secondary server room

FY 2023 Rate Per 1,000 Gallons	FY 2024 Proposed Rate Per 1,000 Gallons	\$ Change	% Change
\$2.68	\$2.83	\$0.15	5.6%



SANITATION FUND

What’s Increasing?

- Total operating budget includes \$37.8 million in expenditures
 - Increase of \$3.4 million or 10% from FY 2023
- Sanitation fee increase of 4%

Why The Increase?

- Changes in disposal and processing fees
- A new solid waste contract
- Increase in volume of waste collected

FY 2023 Rate	FY 2023 Proposed Rate	\$ Change	% Change
\$45.78	\$47.61	\$1.83	4.0%



STORMWATER FUND

What's Increasing?

- Total operating budget, including transfers, is \$34.8 million
 - Increase of \$6.0 million or 20.7% from FY 2023
- Stormwater fee increase of 10%

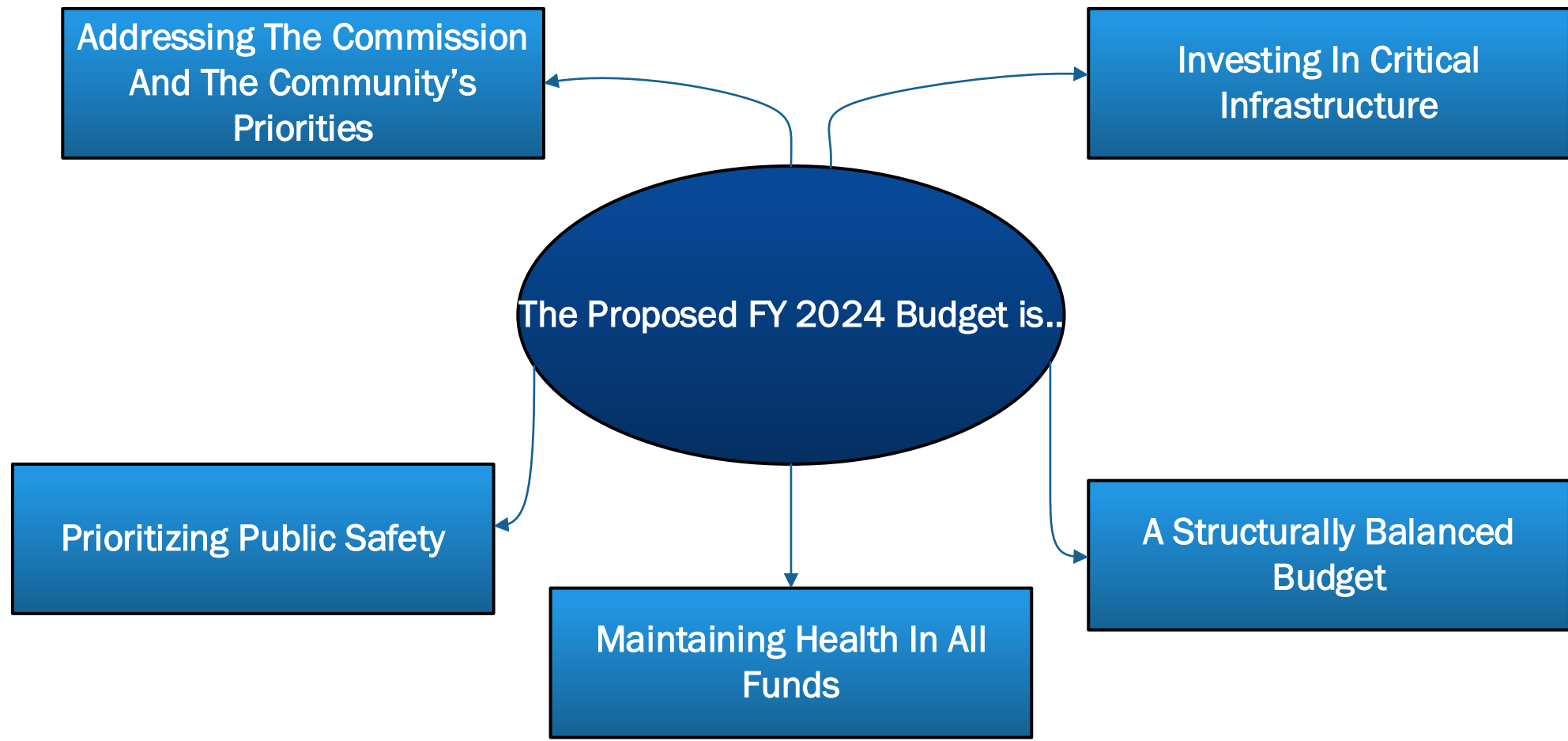
Why The Increase?

- Support for a \$200 million bond funding Phase II of the Stormwater Master Plan

Stormwater Charge (Annual Assessment)	FY 2023 Adopted Assessment	FY 2024 Proposed Assessment
Single Family Residential <= 3 Units	\$218.71/unit + \$4.19/trip	\$240.58/unit + \$4.61/trip
Developed Parcels	\$2,273.01 per acre + \$4.19/trip	\$2,500.31 per acre + \$4.61/trip
Undeveloped Parcels	\$567.00 per acre	\$623.70 per acre



CONCLUSION



QUESTIONS

