# **MONTCLAIR CENTER BID** GREAT AMERICAN MAIN STREET AWARD WINNER 2015

Montclair Center BID - Board Meeting November 15, 2023, 7:00 p.m. – 8:45 p.m. In Person at BID Office 26 Lackawanna Plaza or via Zoom

Board members in attendance: Daniel Garcia-Pedrosa, Ernst Goldman, Natalie Haddad, Matt Horrigan, Ray Ketchem, Jill Montague, Jacob Nieman, Jaji Packard, Liz Rich, Matt Silverman, Kristen Zachares <u>Absent:</u> David Cummings, Emer Featherstone, Rachael Grochowski, David Placek and Lori Price Abrams <u>Staff:</u> Abhishake Shah, Aysa Gordon <u>Guest:</u> Mary Cumella, Brian Silver, Lisa Johnson, Neil Grabowski, Nat Testa, Genevieve Wrenn Bryant, Stacy File, and Te'Niijah Bussey

- I. CALL TO ORDER & WELCOME
- II. ADOPTION OF MINUTES (attachments) Amended: Present Jaji Packard noted a misspelling, and Treasurer Matt Horrigan noted that the attached proposed budget had two calculating errors in the variance columns

Minutes from the October Board meeting with amendments were unanimously approved.

# **III.** PUBLIC COMMENTS

President Jaji Packard opened the meeting for public comment and welcomed those attending the meeting who were interested in joining the board.

# **IV.** EXECUTIVE DIRECTOR'S REPORT (Assistant Director Abhishake Shah)

A. New and Noteworthy in Montclair Center

Since the October Board meeting, the district has seen one (1) business close, Puebla De Noche, and welcomed ten (10) new businesses, including Venture Studios, GB Art Gallery, Iris Imprints, Bick City Vegan, Cornbread Farm to Soul, Nuts Factory, Libelula, Chip City, Montclair Indoor Golf, and Keycuts Barbershop which moved from its previous location outside of the district into the BID.

October marked a record-breaking month with 653,000 visits, with an average visitation of 143 minutes, showcasing a consistent upward trend.

President Packard highlighted an uptick in foot traffic between 6 – 8 PM and encouraged board members to share the information and businesses to extend their operating hours. A comparison revealed an additional 75,000 people come to downtown between 6 – 9 PM, with increasing foot traffic throughout the week and especially on weekends.

Director Neiman asked if Placer could distinguish between visitors and employees. Mr. Shah explained how Placer obtains its data and accounts for individuals working within the district boundaries when calculating visitation data.

Treasurer Horrigan inquired about local visits and sought comparisons with other towns and North Jersey municipalities.

Director Rich encouraged board members and businesses to take advantage of digging into the data in person.

In the recent CDS report, several enhancements and challenges were addressed by our ambassadors. Hanging planters were successfully replaced, and new tulip liners added a fresh touch to the district.

November witnessed a notable increase in trash volume, surging from 140 to 359 compared to the previous month. Simultaneously, pedestrian-generated litter rose, with 547 bags placed out, up from 270. Curbside bags picked up by the BID surged from 518 to 766, prompting consideration of the contribution from new businesses opening.

Recognizing this trend, there is an opportunity to engage in a constructive conversation with the town about potential schedule adjustments. Questions were raised about data nuances, including the potential impact of the gaspower leaf blower ban on the increase of leaves in the trash increase.

Additionally, we saw an increase in stickers, tags & unsolicited ads. As is policy, Montclair Center and its Ambassadors remove all posters, tags, and unsolicited ads posted downtown. Mr. Shah noted that they had seen posters and tags on public and private property and electrical boxes. Mr. Grabowski noted that his properties sustained some damage from these posters as they were superglued onto the windows and exterior walls.

In a positive stride, the Midtown deck is now fully lit, contributing to a reduction in trash-related concerns. The township has replaced a broken big belly trash receptacle on Glenridge Ave., and plans are underway to update the "Do Not Enter" sign on Church Street.

Mr. Shah reported increased inquiries about landscapers who\_comply with the new leaf blower regulations. The office is actively compiling a list of landscapers, and board members are encouraged to share information on any connections they may have.

### B. Marketing and Social Media Stats

In October, Montclair Center's Instagram presence witnessed substantial growth, reaching over 22,000 accounts, with 15,000 of them being nonfollowers. This expansion was fueled by exciting announcements of new businesses, including Chip City, Keycuts Barbershop, GB Art Gallery, and Halden Interiors. The return of Winter Wonderland generated exceptional engagement. Notable reels featuring the Mesob 20th-anniversary celebration, and the Zombie walk contributed to the dynamic content.

A significant milestone was achieved with 14,000 followers on Instagram, while on Facebook, the follower count surged to 12.7K. The Flavors of NJ series added three new restaurants—La Fontaine, Zeugma, and Gioia Mia.

### **Experience Montclair:**

The Experience Montclair website is now live, currently at 75% completion. Future enhancements include blogs covering nightlife, trails, shopping, and an interactive event calendar. Experience Montclair's Instagram followers experienced rapid growth, reaching 1447 in just three months. Top-performing content includes reels featuring the Montclair Staycation, Montclair Animal Shelter, and Montclair State Ice Arena.

In addition to these achievements, advertising efforts extended to features in the Jewish News' "Guide to Holiday Shopping and Events," Crossings Magazine's "Stay Awhile," and MPI Meeting Professional International. This is complemented by local coverage on Baristanet, Montclair Girl, Tap Into, The Patch, NJ Media, and Montclair Local. The comprehensive outreach efforts have successfully amplified Montclair's presence across various platforms.

### V. TREASURER'S REPORT (attachments) (Matt Horrigan)

A. Proposed 2023 BID Budget, questions, and discussions, vote Move to adopt proposed budget Ernst seconded.

The Proposed 2023 BID Budget was presented, and it was noted that from 2023 vs. 2024, the total revenue saw an increase of 4.25%, amounting to \$56,422.

In items 23 and 24, the total revenue saw a 4.35% increase, amounting to \$56,422. The budget includes projected grant awards totaling \$67,500, which supplement the budget and provide flexibility for creative and strategic initiatives aligned with the board's mandates.

Treasurer Horrigan opened the floor for discussion and questions.

# President Packard motioned to adopt the 2024 budget, which was seconded by Vice President Goldman. The vote budget was approved unanimously.

### VI. EXECUTIVE COMMITTEE REPORT (Jaji Packard)

- A. President Packard expressed her gratitude to all who attended the fall Meet and Greet, emphasizing its significance as a valuable platform for fostering community engagement and collaboration.
- B. The 2023 Year in Review is scheduled for discussion at our annual meeting on December 20th.

### VII. RECRUITMENT AND NOMINATIONS COMMITTEE (Jaji Packard)

A. <u>Description of Process: Election to the 2024 Board of Directors</u> President Packard initiated the election process for the 2024 Board of Directors, urging all candidates, whether new or existing board members, to submit a brief introduction for the ballot. The submission deadline is set for Friday, November 17<sup>th</sup>. President Packard emphasized that all ballots will be emailed and mailed out promptly and must be submitted by 3 PM on December 20<sup>th</sup>. Additionally, she encouraged both current board members and potential candidates to begin considering potential officers for the year 2024.

### VIII. OLD BUSINESS

A. Montclair Film Festival Wrap-Up (Jill Montague) Director Montague reported that The Montclair Film Festival had a successful run this year, with 190 screenings, panels, and special events featuring artists and volunteers, and addressing concerns like the SAG strike; the festival drew notable attention. Interestingly, ticket sales remained robust even without the presence of big-name celebrities. The BID played a crucial role in supporting the festival by helping offset marketing costs, including print and digital ads, as well as the cost of extra duty solutions.

Collaboration with the Urality resulted in creating a digital map and parking assistance, although opportunities for improvements were identified. Despite this, the overall energy during the festival was reported as very high. Any suggestions for enhancement were welcomed, with attendees encouraged to reach out to Director Montague.

An attendee survey and reports on ticket buyers provided valuable insights. Anecdotal evidence suggested a significant local presence, with many attendees from Montclair. There was also a notable increase in hotel attendance, although specific numbers needed verification.

# B. Marketing and PR Committee Update (Jill Montague) Director Montague discussed the goals outlined by the Marketing Committee to bolster support for the BID and its staff in early October. The committee emphasized stronger backing for BID events from the full board, proposing that all board members attend at least two ribbon-cutting ceremonies per year. Additionally, active engagement on social media platforms, particularly liking and sharing posts, was encouraged, along with promoting board membership on LinkedIn.

Brainstorming sessions were held to generate ideas for a stakeholder letter, and discussions centered on developing a Crisis PR Plan. The utilization of digital maps by the municipality was explored, aiming to identify optimal strategies.

# C. Rodent Reduction

Collaborating with the township on data initiatives and providing the township with a map of rat burrow locations. Mr. Shah noted that the Garden Club had planted tulips in the Church and South Fullerton Garden boxes. However, the increasing rat population in many boxes made it difficult for the garden club volunteers to bury the bulbs in the ground.

President Packard encouraged the board and BID to continue to work with the township to root out the problems. As rat activity is expected to rise, property owners must prepare by investing in containers with rodent-proof bottoms and barriers for exterior doors. Proactive community engagement will help address the challenges the rat population poses and promote a cleaner, healthier environment.

D. Grant application results:

The BID was successfully awarded a grant from NJ BPU to install two (2) electric charging stations. The township has granted permission for the stations, raising the question of maintenance responsibility—whether the town or the BID will handle it.

We will work with the township to determine the best course forward and the possibilities of a shared service agreement and with Lisa Johnson from the township's sustainability office to apply for a PSEG grant to cover the installation costs.

Our application for the electric box mural project was unfortunately not granted. President Packard encouraged all to consider this project for future grant applications.

Lisa Johnson discussed the PSEG Energy Efficiency program for commercial buildings and the different subsidy income brackets. Ms. Johnson shared her personal story of participating in the residential version of this program and the many benefits she received, such as attic and basement insulation. Mr. Grabowski mentioned how he participated in the PSEG commercial program and was able to upgrade the Montclair Film office space and the Claridge theatre.

E. Shop Small Saturday

Mr. Shah reminded the board that Shop Small Saturday is on November 25th; the BID will hold Winter Wonderland again this year at the Wellmont Arts Plaza from 12:30 – 5:30 PM with family-friendly activities and special guests.

Winter Wonderland will end promptly at 5:30 PM, followed by Tree Lighting at 6 PM.

### **IX.** NEW BUSINESS

### A. Vision Zero (Jacob Nieman)

The Vision Zero task force has been initiated to eliminate all traffic fatalities. The concept involves engineering narrower streets and raised crosswalks. Over an 18-month plan, the committee is focusing on data collection, community input, and formulating a workable plan to end traffic fatalities by 2028. The BID is actively contributing to work groups that meet monthly, covering internal and external committees, completing street policies, motivating communities, and data collection.

Specifically, within a 3-block radius, incidents involving children prompted the need for a certain number of incidents to secure county funding. Bike and Walk Montclair is working on creating a reporting tool for community feedback, allowing residents to report incidents around town. Hoboken has achieved a traffic-free status since 2018, while Jersey City is limited to highways.

Within the 18-month timeframe, there is a focus on areas with speed limits higher than 25 mph, with Councilor Price Abrams and Mayor Spiller actively involved in the committee. President Packard proposed early wins for Vision Zero, suggesting pilot projects such as curb bump-outs (cones at intersections) and speed flashing lights.

Director Nieman stated the idea is to secure an infrastructure grant to implement a pilot project in collaboration with the BID. It was noted that Middlesex County has a Vision Zero plan, and Commissioner Gill is concentrated on these issues, exploring grant funding opportunities, such as the Safe Routes to School grant.

X. OPEN DISCUSSION – New Ideas, Comments, Questions (TIME PERMITTING) Director Silverman announced the upcoming Clean, Safe, and Green committee meeting on Monday, November 20th, at 4:30 PM and invited all to attend.

### ADJOURNMENT

President Packard motioned to adjourn, Seconded by Director Silverman. The meeting adjourned at 8:54 PM.

The next full board meeting is scheduled for Wednesday, December 20<sup>th</sup>, 2023, at 7 PM.

### MONTCLAIR CENTER BID 2024 Board Approved Budget

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Advertising   32,000     Marketing   \$1,000     Statistics   22,0000     Statistics   11,500     Tourism and Sales Coordinator   119,300     Advertising and Marketing   107,000     Tourism and Sales Coordinator   119,300     Advertising and Marketing   107,000     Tavel and Marketing Organization Costs   243,300     Tavel and Marketing Organization Costs   243,300     Tavel and Marketing Organization Costs   243,000     Tavel and Marketing Organization Costs   243,000     Stateholder Education & Classes   2,500     Business Marketing   38,000     Stateholder Education & Classes   2,500     Constituent Shaft   185,500     Constituent Shaft   155,500     Contracted Services   4,600     Contracted Services   9,300     Conternores, Mais, and Meetings				
Marketing     \$1,000       Research     20,000       Stains     20,000       Toutism and Sales Coordinator     11,500       Toutism and Sales Coordinator     119,300       Adventising and Marketing     107,000       Software and Technology     15,000       Travel and Meetings     2,000       Toutism and Sales Coordinator     119,300       Stateware and Technology     15,000       Travel and Meetings     2,000       Constituent Support Programs     2,000       Business Karketing     36,000       Stakeholder Eduction & Classes     2,500       Business Marketing     36,500       Stakeholder Eduction & Classes     2,500       Stakeholder Eduction & Classes     9,300       Stakeholder Eduction & Classes     9,300       Contern Administration     18,000	Administration			16,800
Marketing     \$1,000       Research     20,000       Stains     20,000       Toutism and Sales Coordinator     11,500       Toutism and Sales Coordinator     119,300       Adventising and Marketing     107,000       Software and Technology     15,000       Travel and Meetings     2,000       Toutism and Sales Coordinator     119,300       Stateware and Technology     15,000       Travel and Meetings     2,000       Constituent Support Programs     2,000       Business Karketing     36,000       Stakeholder Eduction & Classes     2,500       Business Marketing     36,500       Stakeholder Eduction & Classes     2,500       Stakeholder Eduction & Classes     9,300       Stakeholder Eduction & Classes     9,300       Contern Administration     18,000	Advertising		32,000	32,000
Research Salaries     20,000       Salaries     11,500       Tourism and Sales Coordinator     119,300       Turism and Sales Coordinator     119,300       Salarian Marketing Graphication Costs     22,000       Turism and Sales Coordinator     20,000       Travel and Marketing Graphication Costs     223,000       Total Destination Marketing Graphication Costs     228,517       Stateholder Education & Classes     2,500       Business Marketing     85,500       Stateholder Education & Classes     2,500       Support Event Programming     62,500       Support Event Programming     228,441       General Administration     18,000       Computer and Solware     4,200       Condition Solware     4,200       Conferences, Meals, and Meetings     1,000       Computer and Solware     2,500       Com	Marketing		51.000	51,000
Salaries     1,500       Tarde Shows     1,500       Website     12,700       Advertising and Marketing     107,000       Advertising and Marketing     107,000       Software and Technology     15,000       Travel and Meetings     2,000       Tavel and Meeting Organization Costs     243,300       Program Silf     105,941       Program Silf     208,517       Stateholder Education & Classes     2,500       Business Marketing     38,000       Events & Programs     8,500       Business Marketing     6,2,500       Business Marketing     28,2441       Stateholds Function & Classes     2,500       Support Event Programming     62,2,500       Becental Administration     193,466       Contracted Services     46,800       Contracted Services     9,300       Addit Services     9,300       Accounting     18,000       Accounting     10,000       Accounting     10,000       Accounting     2,500       State Hords Software     2,200	0			20,000
Tourism and Sales Coordinator     11,500       Trade Shows     11,500       Websis     12,700       Trutem and Sales Coordinator     119,300       Software and Marketing     107,000       Software and Marketing Organization Costs     23,000       Tarvia and Marketing Organization Costs     243,000       Fool Destination Marketing Organization Costs     23,300       Fool Destination Marketing Organization Costs     25,000       Business Marketing     38,000       Stakeholder Education & Classes     2,500       Business Marketing     62,500       Business Marketing     62,500       Stakeholder Education & Classes     2,500       General Administration     Executive & Administrative Staff       Executive & Administrative Staff     185,360       Conferences, Meals, and Meetings     10,000       Conferences, Meals, and Meetings     10,000       Conferences, Meals, and Meetings<			20,000	20,000
Trade Shows     11,500       Website     12,700       Toutes and Skes Coordinator     119,300       Advertising and Marketing     107,000       Software and Technology     15,000       Trade Destination Marketing Organization Costs     2,000       Total Destination Marketing Organization Costs     243,300       Forgars Staff     165,541       Program Staff     165,541       Stakeholder Education & Classes     2,500       Stakeholder Education & Classes     2,500       Susiness Marketing     8,500       Susiness Marketing     8,500       Susteneit Programming     62,600       Bevent Municipal Expenses (Extra Duty Solutions)     5,000       Support Event Programming     62,600       Constructed Services     46,800       Contracted Services     46,800       Contracted Services     9,300       Audit Services     9,300       Constructed Services     1,500       Constructed Services     1,000       Constructed Services     1,000       Constructed Services     1,000       Constructed				
Website     12,700       Turism and Sales Continutor     119,300       Advertising and Marketing     107,000       Software and Technology     15,000       Travel and Marketing Organization Costs     243,300       Total Destination Marketing Organization Costs     243,300       Events & Programs     165,941       Constituent Support Programs     35,000       Stakehotder Education & Classes     2,500       Stakehotder Education & Classes     2,500       Support Event Programming     6,500       Support Event Programming     6,2500       Stakehotder Education & Classes     2,500       Support Event Programming     6,2500       Contracted Services     46,800       Administration     18,000       Executive & Administrative Staff     185,360       Conferences, Meals, and Meetings     10,000       Computer and Software     4,200       Addit Services     1,500       Conferences, Meals, and Meetings     1,000       Computer and Software     2,500       Dive & Subscription     3,500       Ganeral Administrative Staff	Tourism and Sales Coordinator		-	
Tourism and Sales Coordinator     119,300     36,000       Advertising and Marketing     107,000     -       Software and Technology     15,000     -       Tavel and Meetings     243,300     180,000       Tavel and Meeting Organization Costs     243,300     180,000       Events & Programs     2000     -       Business Marketing     36,000     40,000       Event & Administration     25,000     -       Business Marketing     36,000     40,000       Stakeholder Education & Classes     2,500     -       Business Marketing     36,000     10,000       Support Event Programming     222,441     343,517       Total Events & Programming     222,441     343,517       Contracted Services     46,800     41,000       Accounting     180,000     18,000       Audit Services     9,300     8,000       Contracted Services     9,300     3,000       Contracted Services     19,3466     10,000       Contracted Services     9,300     8,000       Contracted Services	Trade Shows		11,500	11,500
Tourism and Sales Coordinator     119,300     36,000       Advertising and Marketing     107,000     -       Software and Technology     15,000     -       Tavel and Meetings     243,300     180,000       Tavel and Meeting Organization Costs     243,300     180,000       Events & Programs     2000     -       Program Slaff     165,941     208,517       Constituent Support Programs     38,000     40,000       Events & Programsing     38,000     40,000       Event Municipal Expenses (Extra Duty Solutions)     5,000     10,000       Internal Event Programming     222,441     343,517       Total Events & Programming     222,441     343,517       Contracted Services     46,800     41,000       Accounting     180,000     18,000       Audit Services     9,300     8,000       Confurences, Meals, and Meetings     10,000     15,000       Conguter and Software     4,200     0,000       Conguter and Software     2,500     2,500       Dave & Administrative Staff     180,000     10,000 <td>Website</td> <td></td> <td></td> <td>12,700</td>	Website			12,700
Advertising and Marketing     107,000       Software and Technology     15,000       Travel and Meetings     2,000       Total Destination Marketing Organization Costs     243,390       Events & Programs     165,941       Constituent Support Programs     3takeholder Education & Classes       Stakeholder Education & Classes     2,500       Business Marketing     36,000       Stakeholder Education & Classes     2,500       Stakeholder Education & Classes     2,500       Support Event Programming     62,500       Support Event Programming     282,441       Stakeholder Education & Staff     185,380       Contracted Ervices     46,800       Contracted Ervices     46,800       Contracted Ervices     46,800       Contracted Ervices     10,000       Contracted Ervices     10,000       Contracted Ervices     10,000       Contracted Ervices     10,000       Conferences, Meals, and Meetings     10,000       Conferences, Meals, and Meetings     10,000       Insurance     10,000     2,000       If Support Services				
Software and Technology     15,000       Travel and Meetings     2,000       Travel and Meeting Organization Costs     243,300       Events & Programs     20,000       Program Staff     165,941       Stakeholder Education & Classes     2,500       Business Marketing     38,000       Support Programs     38,000       Event Multipal Expenses (Extra Duty Solutions)     5,000       Internal Event Programming     282,441       Support Event Programming     282,441       Outstate & Programming     282,441       General Administrative Staff     185,560       Contracted Services     9,300       Accounting     18,000       Audit Services     9,300       Conferences, Meak, and Meetings     10,000       Conferences, Meak, and Meetings     10,000       Conputer and Software     4,200       Conguer and Software     2,500       Dates & Subscription     3,600       Insurance     10,000       Insurance     10,000       Insurance     2,500       Payrol Services     2,500			36,000	(83,300
Tavel and Meetings     2,000				
Total Destination Marketing Organization Costs     243,300     180,000       Events & Programs     208,517       Constituent Support Programs     38,000     40,000       StateAnolder Education & Classes     2,500     -       Business Marketing     38,000     40,000       Support Event Programming     8,500     10,000       Support Event Programming     8,500     80,000       Support Event Programming     8,500     100,000       Support Event Programming     8,500     180,000       Constituent Support Programming     8,500     193,466       Contracted Services     4,600     41,000       Accounting     18,000     18,000       Audit Services     9,300     8,000       Conferences, Meals, and Meetings     10,000     15,000       Conputer and Software     1,500     2,000       Dues & Subcorption     3,000     3,000       Gamet Administrative     1,000     1,000       Constructores, Meals, and Meetings     10,000     10,000       Constructores     1,500     2,000	Software and Technology	15,000		
Events & Programs     Program Staff     165,941     208,517       Constituent Support Programs     38,000     40,000     5,000     5,000       Events & Arketing     38,000     40,000     5,000     5,000     5,000       Event Municipal Expenses (Extra Duty Solutions)     5,000     10,000     5,000     5,000     5,000     5,000       Support Event Programming     62,500     68,000     44,000     5	Travel and Meetings	2,000		
Program Staff     165,941     208,517       Constituent Support Programs     38,000     40,000       Event Municipal Expenses (Extra Duty Solutions)     5,000     5,000       Internal Event Programming     8,500     80,000       Support Event Programming     62,500     80,000       Support Event Programming     62,500     80,000       Support Event Programming     62,500     80,000       Contracted Services     46,800     41,000       Accounting     18,000     18,000     18,000       Audit Services     9,300     8,000     Computer and Software     4,200     6,000       Conspring Printing     2,000     2,500     2,500     0     2,500       Dues & Subscription     3,000     3,000     3,000     16,000     10,000       Graphic Design     1,500     2,500     2,500     2,500     2,500       Dues & Subscription     3,500     1,000     12,000     12,000     12,000       Insurance     1,000     2,000     2,500     2,500     2,500     2,500	Total Destination Marketing Organization Costs	243,300	180,000	(63,300
Program Staff     165,941     208,517       Constituent Support Programs     38,000     40,000       Event Municipal Expenses (Extra Duty Solutions)     5,000     5,000       Internal Event Programming     8,500     80,000       Support Event Programming     62,500     80,000       Support Event Programming     62,500     80,000       Constracted Services     46,800     41,000       Accounting     18,000     18,000     18,000       Accounting     18,000     18,000     18,000       Conferences, Meals, and Meetings     10,000     15,000     2,500       Dues & Subscription     3,000     3,000     3,000       Conferences, Meals, and Meetings     10,000     12,000     1,500       Dues & Subscription     3,000     3,000     2,000     1,500       Carge Printing     250     2,500     2,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500     1,500				
Constituent Support Programs     2,500     -       Business Marketing     38,000     40,000       Event Municipal Expenses (Extra Duty Solutions)     5,000     5,000       Internal Event Programming     62,500     80,000       Support Event Programming     62,500     80,000       Total Events & Programming     62,500     80,000       Contracted Services     46,800     41,000       Accounting     185,360     193,466       Contracted Services     46,800     41,000       Accounting     18,000     18,000       Audit Services     9,300     8,000       Conforences, Meals, and Meetings     10,000     15,000       Conforences, Meals, and Meetings     10,000     15,000       Conforences, Meals, and Meetings     10,000     12,000       Insurance     10,000     12,000       Insurance     10,000     12,000       Insurance     10,000     2,000       Legal Fees     5,000     5,000       Payotil Service Fees     2,500     2,500       Professional Development </td <td></td> <td></td> <td></td> <td></td>				
Stakeholder Education & Classes     2,500	Program Staff	165,941	208,517	42,576
Business Marketing     38,000     40,000       Event Municipal Expenses (Extra Duty Solutions)     5,000     5,000       Support Event Programming     225,000     80,000       Total Events & Programming     222,441     343,517       General Administration     185,360     193,466       Contracted Services     46,800     41,000       Accounting     180,000     18,000       Audit Services     9,300     8,000       Confracted Services     9,300     8,000       Confracted Services     9,300     8,000       Confracted Services     10,000     15,000       Confracted Services     10,000     15,000       Confracted Services     1,000     3,500       Confracted Services     1,000     12,000       Confracted Services     10,000     12,000       Dues & Subscription     3,000     3,500       Insurance     10,000     12,000       IT Support Services     2,500     2,500       Potage     2,500     2,500       Professional Development     2,500	Constituent Support Programs			
Event Municipal Expenses (Extra Duty Solutions)     5,000     5,000       Internal Event Programming     8,500     10,000       Support Event Programming     282,441     343,517       General Administration     185,360     193,466       Contracted Services     46,800     41,000       Accounting     185,360     193,466       Contracted Services     46,800     41,000       Accounting     18,000     18,000       Audi Services     9,300     8,000       Computer and Software     4,200     6,000       Conferences, Meals, and Meetings     10,000     15,000       Dues & Subscription     3,000     3,000     3,000       Graphic Design     3,500     5,000     10,000       If Support Services     1,000     12,000     10,000       If Support Services     2,500     2,500     2,500       Portessional Development     2,500     2,500     2,500       Professional Development     2,500     2,500     2,500       Professional Development     2,500     2,500 <td< td=""><td>Stakeholder Education &amp; Classes</td><td>2,500</td><td>-</td><td>(2,500</td></td<>	Stakeholder Education & Classes	2,500	-	(2,500
Internal Event Programming     8.500     10.000       Support Event Programming     62.500     80.000       Total Events & Programming     282.441     343,517       General Administration	Business Marketing	38,000	40,000	2,000
Internal Event Programming     8.500     10.000       Support Event Programming     62.500     80.000       Total Events & Programming     282.441     343,517       General Administration	-			
Support Event Programming     62,500     80,000       Total Events & Programming     282,441     343,517       General Administration				1,500
Total Events & Programming     282,441     343,517       General Administration     Executive & Administrative Staff     185,360     193,466       Contracted Services     46,800     41,000       Accounting     18,000     18,000       Audit Services     9,300     8,000       Accounting     18,000     16,000       Computer and Software     4,200     6,000       Computer and Software     4,200     6,000       Computer and Software     4,200     6,000       Computer and Software     4,200     2,000       Conferences, Meals, and Meetings     10,000     15,000       Dues & Subscription     3,000     3,000       Insurance     10,000     12,000       IT Support Services     1,000     2,000       Legal Fees     2,500     2,500       Phore & Internet     3,500     4,000       Postage     2,500     2,500       Professional Development     2,500     2,500       Rent     43,000     44,290       Utilities     7,000     1				
General Administration				<u> </u>
Executive & Administrative Staff   185,360   193,466     Contracted Services   46,800   41,000     Accounting   18,000   18,000     Accounting   180,000   18,000     Accounting   9,300   8,000     Computer and Software   4,200   6,000     Conferences, Meals, and Meetings   10,000   15,000     Copying & Printing   2,000   2,500     Dues & Subscription   3,000   3,500     Insurance   10,000   12,000     IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Postage   250   2,500     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   1,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Trans				
Contracted Services     46,800     41,000       Accounting     18,000     18,000       Audit Services     9,300     8,000       Computer and Software     4,200     6,000       Conferences, Meals, and Meetings     10,000     15,000       Copying & Printing     2,000     2,500       Dues & Subscription     3,000     3,000       Graphic Design     3,500     3,500       Insurance     10,000     12,000       IT Support Services     1,500     2,000       Legal Fees     10,000     2,000       Miscellaneous     1,000     2,000       Office Supplies     5,500     4,000       Postage     2,500     2,500       Professional Development     2,500     2,500       Rent     360,410     383,006       Utilities     7,000     7,000       Web Hosting     1,000     1,000       Total General Administrative     369,410     383,006       Strategic Initiatives     \$     67,500     \$       Strategic Ini	General Administration			
Accounting   18,000     Audit Services   9,300     Audit Services   9,300     Computer and Software   4,200     Conferences, Meats, and Meetings   10,000     Dues & Subscription   3,000     Graphic Design   3,500     Insurance   10,000     Insurance   10,000     IT Support Services   1,500     Legal Fees   10,000     Mcscellaneous   1,000     Office Supplies   5,000     Payroll Service Fees   2,500     Professional Development   2,500     Professional Development   2,500     Rent   43,000     Utilities   7,000     Web Hosting   1,000     Total General Administrative   369,410     Strategic Initiatives   \$     S   1,253,290     Strategic Initiatives   \$     S   1,253,290     S   1,320,527	Executive & Administrative Staff	185,360	193,466	8,106
Audit Services   9,300   8,000     Computer and Software   4,200   6,000     Conferences, Meals, and Meetings   10,000   15,000     Copying Printing   2,000   2,500     Dues & Subscription   3,000   3,000     Graphic Design   3,500   3,500     Insurance   10,000   12,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   3,500     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   383,006     Strategic Initiatives   \$   5   5     Strategic Initiatives   \$   1,320,527   \$     Net Income (Change in Net Assets)   \$   44,675   \$ 33,860   \$	Contracted Services	46,800	41,000	(5,800
Audit Services   9,300   8,000     Computer and Software   4,200   6,000     Conferences, Meals, and Meetings   10,000   15,000     Copying & Printing   2,000   2,500     Dues & Subscription   3,000   3,000     Graphic Design   3,500   3,500     Insurance   10,000   12,000     IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,500     Payroll Services   2,500   2,500     Payroll Service   2,500   2,500     Phone & Internet   3,500   3,500     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   1,000     Web Hosting   1,000   383,006     Strategic Initiatives   \$   67,500   \$     Scapital Reserves Transfer   \$   1,320,527   \$     Net Income (Change in Net Assets)   \$   44,675   33,860   \$	Accounting	18.000	18.000	
Computer and Software   4,200   6,000     Conferences, Meals, and Meetings   10,000   15,000     Copying & Printing   2,000   2,500     Dues & Subscription   3,000   3,000     Graphic Design   3,500   3,500     Insurance   10,000   12,000     IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,500     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,280     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Strategic Initiatives   \$   6,7,500     Scaptal Reserves Transfer   \$   1,320,527     Total General Administrative   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675   \$   33,860	5			(1,300
Conferences, Meals, and Meetings   10,000   15,000     Copying & Printing   2,000   2,500     Dues & Subscription   3,000   3,000     Graphic Design   3,500   3,500     Insurance   10,000   12,000     IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   1,253,290   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675   \$   33,860   \$				
Copying & Printing     2,000     2,500       Dues & Subscription     3,000     3,000       Graphic Design     3,500     3,500       Insurance     10,000     12,000       IT Support Services     1,500     2,000       Legal Fees     10,000     10,000       Miscellaneous     1,000     2,000       Office Supplies     5,000     5,000       Payroll Service Fees     2,500     2,500       Phone & Internet     3,500     4,000       Postage     250     250       Professional Development     2,500     2,500       Rent     43,000     44,290       Utilities     7,000     7,000       Web Hosting     1,000     1,000       Strategic Initiatives     \$     67,500       Scapital Reserves Transfer     \$     5       Total Operating Expenses     \$     1,220,527       Net Income (Change in Net Assets)     \$     44,675     \$       Amortization & Depreciation Expense     \$     44,675     \$				1,800
Dues & Subscription     3,000     3,000       Graphic Design     3,500     3,500       Insurance     10,000     12,000       IT Support Services     1,500     2,000       Legal Fees     10,000     10,000       Miscellaneous     1,000     2,000       Office Supplies     5,000     5,000       Payroll Service Fees     2,500     2,500       Phone & Internet     3,500     4,000       Postage     250     2,500       Professional Development     2,500     2,500       Rent     43,000     44,290       Utilities     7,000     7,000       Web Hosting     1,000     1,000       Total General Administrative     369,410     383,006       Strategic Initiatives     \$     67,500     \$       Capital Reserves Transfer     \$     1,223,290     \$     1,320,527       Net Income (Change in Net Assets)     \$     44,675     \$     33,860				5,000
Graphic Design   3,500   3,500     Insurance   10,000   12,000     IT Support Services   1,000   2,000     Legal Fees   10,000   2,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   \$   \$     Total Operating Expenses   \$   1,220,527   \$     Net Income (Change in Net Assets)   \$   44,675   \$   33,860				500
Insurance   10,000   12,000     IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   5   5     Capital Reserves Transfer   \$   1,320,527	Dues & Subscription	3,000	3,000	
IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   2,500     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   5   67,500   \$     Total Operating Expenses   \$ 1,253,290   \$ 1,320,527   \$     Net Income (Change in Net Assets)   \$ 44,675   \$ 33,860   \$	Graphic Design	3,500	3,500	
IT Support Services   1,500   2,000     Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   2,500   2,500     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   1,223,220   \$     Total Operating Expenses   \$   1,253,220   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675   \$   33,860   \$	Insurance	10,000	12,000	2,000
Legal Fees   10,000   10,000     Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   5   5   5     Total Operating Expenses   \$   1,223,290   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675   \$   33,860   \$				500
Miscellaneous   1,000   2,000     Office Supplies   5,000   5,000     Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   5   5   5     Total Operating Expenses   \$   1,223,290   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675   \$   33,860				
Office Supplies     5,000     5,000       Payroll Service Fees     2,500     2,500       Phone & Internet     3,500     4,000       Postage     250     250       Professional Development     2,500     2,500       Rent     43,000     44,290       Utilities     7,000     7,000       Web Hosting     1,000     1,000       Total General Administrative     369,410     383,006       Strategic Initiatives     \$     67,500     \$       Capital Reserves Transfer     \$     1,253,290     \$     1,320,527       Net Income (Change in Net Assets)     \$     44,675     \$     33,860     \$	-			4.000
Payroll Service Fees   2,500   2,500     Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   44,290     Web Hosting   7,000   7,000     Web Hosting   1,000   1,000     Strategic Initiatives   \$   67,500     Capital Reserves Transfer   \$   1,320,527     Total Operating Expenses   \$   1,253,290   \$     Net Income (Change in Net Assets)   \$   44,675   \$   33,860				1,000
Phone & Internet   3,500   4,000     Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$				
Postage   250   250     Professional Development   2,500   2,500     Rent   43,000   44,290     Utilities   7,000   1,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500   \$     Capital Reserves Transfer   \$   -   \$     Total Operating Expenses   \$   1,253,290   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675   \$   33,860	Payroll Service Fees	2,500	2,500	
Professional Development   2,500     Rent   43,000     Web Mosting   7,000     Total General Administrative   369,410     Strategic Initiatives   \$     Capital Reserves Transfer   \$     Total Operating Expenses   \$     Net Income (Change in Net Assets)   \$     Amortization & Depreciation Expense   \$     44,675   \$     33,860   \$	Phone & Internet	3,500	4,000	50
Professional Development   2,500     Rent   43,000     Vitilities   7,000     Web Hosting   1,000     Total General Administrative   369,410     Strategic Initiatives   \$     Capital Reserves Transfer   \$     Total Operating Expenses   \$ 1,253,290     Net Income (Change in Net Assets)   \$ 44,675     Strategic Initiation & Depreciation Expense   \$ 44,675	Postage	250		
Rent   43,000   44,290     Utilities   7,000   7,000     Web Hosting   1.000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500     Capital Reserves Transfer   \$   1,253,290     Total Operating Expenses   \$   1,320,527     Net Income (Change in Net Assets)   \$   44,675     Amortization & Depreciation Expense   \$   44,675				
Utilities   7,000   7,000     Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500     Capital Reserves Transfer   \$   1,253,290     Total Operating Expenses   \$   1,253,290     Net Income (Change in Net Assets)   \$   44,675     Amortization & Depreciation Expense   \$   44,675	•			1,290
Web Hosting   1,000   1,000     Total General Administrative   369,410   383,006     Strategic Initiatives   \$   67,500     Capital Reserves Transfer   \$   -     Total Operating Expenses   \$   1,253,290     Net Income (Change in Net Assets)   \$   44,675     Amortization & Depreciation Expense   \$   44,675				1,290
Total General Administrative 369,410 383,006   Strategic Initiatives \$ 67,500   Capital Reserves Transfer \$ 1,253,290   Total Operating Expenses \$ 1,253,290   Net Income (Change in Net Assets) \$ 44,675   Amortization & Depreciation Expense \$ 44,675				
Strategic Initiatives   \$   -   \$   67,500   \$     Capital Reserves Transfer   \$   -   \$   67,500   \$   \$     Total Operating Expenses   \$   1,253,290   \$   1,320,527	-			13,596
Capital Reserves Transfer   \$   -   \$     Total Operating Expenses   \$ 1,253,290   \$ 1,320,527      Net Income (Change in Net Assets)   \$ 44,675   \$ 33,860   \$     Amortization & Depreciation Expense   \$ 44,675   33,860   \$				
State     \$ 1,253,290     \$ 1,320,527       Net Income (Change in Net Assets)     \$ 44,675     \$ 33,860     \$       Amortization & Depreciation Expense     \$ 44,675     \$ 33,860     \$	Strategic Initiatives	<u>\$</u>	\$ 67,500	\$ 67,500
Net Income (Change in Net Assets)   \$ 44,675   \$ 33,860     Amortization & Depreciation Expense   \$ 44,675   \$ 33,860	Capital Reserves Transfer			\$
Amortization & Depreciation Expense \$ 44,675 33,860	Total Operating Expenses	<u>\$ 1,253,290</u>	<u>\$ 1,320,527</u>	67,237
Amortization & Depreciation Expense \$ 44,675 33,860				
Net Income (with A/D expense) \$ - \$ 0				(10,815
· · · · · · · · · · · · · · · · · · ·	Net Income (with A/D expense)	<u>\$</u>	<u>\$0</u>	(