



CITY OF BARTOW
COMMUNITY REDEVELOPMENT AGENCY REGULAR MEETING
WEDNESDAY, JANUARY 28, 2026 AT 8:30 AM
OR AS SOON THEREAFTER AS POSSIBLE
450 NORTH WILSON AVE., BARTOW, FL 33830

AGENDA

1. CALL TO ORDER AND ROLL CALL
2. PLEDGE OF ALLEGIANCE TO THE FLAG
3. APPROVAL OF MINUTES
 - a. September 24, 2025, Regular Meeting
 - b. October 29, 2025, Joint Meeting
4. CONSIDERATION OF QUESTIONS FROM THE FLOOR, PETITIONS, COMMUNICATIONS
 - a. Matters not appearing on this agenda.
 - b. Matters appearing on this agenda but not scheduled for a separate hearing.
5. FINANCIAL REPORT(S)
 - a. Community Redevelopment Agency Financial Report for October 2025 (Review and Action)
 - b. Community Redevelopment Agency Financial Report for November 2025 (Review and Action)
 - c. Community Redevelopment Agency Financial Report for December 2025 (Review and Action)
6. NEW BUSINESS
 - a. Review and Take Action to approve the Central Florida Regional Planning Council's (CFRPC) 2026 Redevelopment Plan for the Community Redevelopment Agency (CRA) for the district expansion
 - b. Review and Take Action to approve the Citrus Connection's Mobility on Demand (MOD) Transportation Services Project
 - c. Review and Take Action to approve the Community Redevelopment Agency's

Construction Manager at Risk (CMAR) Contract and the Project Budget to
Construct the CRA's Innovation Center

- d. Discussion and Review of the Community Redevelopment Agency's (CRA)
Three-Year Strategic Work Plan

7. OLD BUSINESS

- a. Discussion on Block-by-Block Custodial Services for Downtown Bartow
Maintenance
- b. Discussion on the Construction of Public Restrooms at Summerlin Blvd and
Over the Branch Park

8. REPORTS

- a. Executive Director
- b. CRA Attorney
- c. City Commissioner
- d. Board Members

9. NEXT MEETING DATE

- a. February 25, 2026

10. ADJOURNMENT

Please be advised that if you desire to appeal from any decisions made because of the above hearing or meeting, you will need a record of the proceedings and in some cases a verbatim record is required. You must make your own arrangements to produce this record. (Florida Statute 286.0105). The City Commission may continue the public hearing(s) to other dates and times as it deems necessary. Any interested party shall be advised that the date, time, and place of any continuation of these or continued public hearings may be announced during the hearing and that no further notices regarding this matter will be published. If you are a person with a disability who needs any accommodation to participate in this proceeding, you are entitled, at no cost to you, to the provision of certain assistance. Please contact the City Clerk's Office at 450 N. Wilson Avenue, P.O. Box 1069, Bartow, Florida 33831-1069 or phone (863) 534-0100 within 2 working days of your receipt of this meeting notification; if you are hearing or voice impaired, call 1-800-955-8771.

**COMMUNITY REDEVELOPMENT AGENCY
WEDNESDAY, SEPTEMBER 24, 2025 – 8:30 A.M. (EST)
CITY HALL – CITY COMMISSION CHAMBER
450 N. WILSON AVENUE, BARTOW, FL 33830**

The Community Redevelopment Agency met on Wednesday, September 24, 2025, at 8:30 A.M. in the City Commission Chamber located at City Hall, 450 N. Wilson Avenue, Bartow, Florida. Notice of this meeting was posted at City Hall, Bartow Public Library, and the city's website.

MINUTES

CALL TO ORDER

Chairperson Greene called the meeting to order at 8:31 a.m.

PLEDGE OF ALLEGIANCE:

The Board Members and audience gave the Pledge of Allegiance.

ROLL CALL

BOARD MEMBERS PRESENT: Board Member Jerome Corbett, Board Member Anthony Ghent, Vice Chairperson, Board Member Cheri Kelley, Board Member Sandy Mendez, Board Member Dr. Thomas Santarlas, and Board Member Gordon Greene, Chairperson.

BOARD MEMBER(S) ABSENT: Board Member Shana Bennett

CITY COMMISSIONER(S) PRESENT: Commissioner Trish Pfeiffer

STAFF PRESENT: CRA Executive Director Howard Smith, Business and Community Engagement Coordinator Cheryl Baksh, City Manager Mike Herr, Parks, Recreation, and Cultural Arts Director Jason Hargrove, Parks, Recreation, and Cultural Arts Assistant Director Kyle Lasek, CRA Counsel Drew Crawford, Captain Luke Hauser, and Deputy City Clerk Donna Donaldson.

APPROVAL OF MINUTES:

1. **Regular Meeting August 27, 2025 (Review and Action)**

2. **Work Session August 27, 2025 (Review and Action)**

MOTION was made by Board Member Mendez, seconded by Vice Chairperson Ghent, to approve the August 27, 2025, Regular Meeting and Work Session minutes as presented.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

CONSIDERATION OF QUESTIONS FROM THE FLOOR, PETITIONS, AND COMMUNICATIONS:

1. Matters not appearing on this agenda.

Chairperson Greene opened and closed the public comment for matters not appearing on this agenda. There were no comments.

2. Matters appearing on this agenda but not scheduled for a separate public hearing.

Chairperson Greene opened and closed the public comment period for matters appearing on the agenda but not scheduled for a separate public hearing. There were no comments.

FINANCIAL REPORTS:

1. Financial Report for August 30, 2025 (Review and Action)

Executive Director Smith presented the financial report for August 30, 2025. He gave a breakdown of expenses:

- August's variable expenses were: \$129,933
 - \$7,944 – Wine Stable Façade Grant
 - \$7,000 – UPS Store Façade Grant
 - \$21,038 – Habitat for Humanity
 - \$15,860 – the remaining balance for the Bartow Squeeze
 - \$27,823 – Prime Property Solutions
 - \$50,000 – Access 3D Lab
- Fixed expenses – \$740.88
 - \$24.00 – building maintenance expense
 - \$252.00 – miscellaneous expenses
 - \$149.00 – telephone expenses

(A copy of the August 30, 2025, financial report is attached therein and described as Exhibit B.)

MOTION was made by Board Member Mendez, seconded by Vice Chairperson Ghent, to accept the August 30, 2025, Financial Reports as presented.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

NEW BUSINESS

1. Discussion on the Public Restroom Development (Summerlin Street and Over the Branch Park).

Executive Director Smith stated that last year, the board initiated capital improvement projects to construct two restrooms: one at the corner of Summerlin Street and Wilson Avenue and the other at Over Branch Park. He explained that the contracts were managed through the Parks, Recreation, and Cultural Arts department to facilitate these services. He then introduced Parks, Recreation, and Cultural Arts Assistant Director Kyle Lasek, who presented an overview of the projects.

Parks, Recreation, and Cultural Arts Director Jason Hargrove expressed his gratitude to the board for its contributions to these much-needed projects.

Parks, Recreation, and Cultural Arts Assistant Director Kyle Lasek provided an update on the restroom projects. He mentioned that the women's restroom at Over the Branch Park will feature three stalls, while the men's restroom will include two stalls and one urinal, along with a family restroom. The restrooms at the corner of Wilson Avenue and Summerlin Street will have a total of 4 stalls, 2 of which will be handicap accessible. Completion of these projects is expected to take approximately 90 days, with a finish date around November.

Board Member Mendez suggested adding directional signs indicating the location of the restrooms.

Vice Chairperson Ghent raised several questions about the Polk Street Center and the Carver Recreation Center. He requested copies of the Parks, Recreation, and Cultural Arts budget to review expenditures on future projects before the CRA contributes funding to those projects.

Parks, Recreation, and Cultural Arts Director Hargrove stated it would not be a problem to provide that information. He explained that his budget is broken into three divisions: Parks and Recreation, Golf Course, and the Library. He stated there are no specific lines for Carver Recreation and Polk Street.

(A copy of the presentation is attached therein and described as Exhibit C.)

2. Presentation and discussion on IMPACT Program – Community Clean Up.

Community and Business Engagement Coordinator Cheryl Baksh gave a presentation on the IMPACT (Inspiring Meaningful Projects and Community Transformation) Program, which took place this past weekend. She stated this program empowers groups and organizations to beautify neighborhoods and public spaces through volunteer-led projects.

Board Member Kelley expressed that the program was outstanding. She shared that many people in the community truly appreciated the assistance they received over the past weekend. She also extended her gratitude to everyone who participated and contributed to making the event a great success.

Executive Director Smith stated this was a CRA funding initiative to increase the capacity of its partners. The CRA, working with Liberty Link, Mount Gilboa, Saint James AME, and Keep Polk County Beautiful, as well as OD Jones Construction Group, came together to make this event possible. He thanked everyone who participated in the event.

(A copy of the presentation is attached therein and described as Exhibit D.)

3. Review and take action to amend the CRA's Commercial Enhancement Incentive Program Funding limits by Program Description.

Executive Director Smith is proposing amendments to the Commercial Enhancement Grant Program to better align funding limits with available resources and current demand. The current funding structure offers a 50% matching grant for eligible projects up to \$400,000, with a maximum reimbursement of \$200,000. The proposed changes include:

1. Option A: A 50% matching grant for project costs up to \$200,000, with a maximum reimbursement of \$100,000.
2. Option B: A 50% matching grant for project costs up to \$100,000, with a maximum reimbursement of \$50,000.

These revisions aim to encourage private investment, reflect fiscal priorities, and ensure broader access to grant funding for more businesses and property owners. For fiscal year 2025–2026, the CRA has allocated \$100,000 for this grant program. Staff recommends adopting the funding limits outlined in Option B to support up to two redevelopment projects in the upcoming fiscal year.

Executive Director Smith provided a list of eligible improvements, including ADA requirements, interior and exterior windows and doors, plumbing, and electrical systems, etc. Other expenses associated with the improvement exclude labor fees, fixtures, dumping fees, and equipment.

Executive Director Smith explained the criteria for the grant funding. The applicant must meet the following criteria:

1. The property must be a commercial or mixed-use property within the CRA District.
2. The property must be vacant at the time of the application submission. The applicant must submit a scope of work.
3. The property must have an eligible business tenant(s) that will open the business once the building improvements are complete. The applicants must provide proof of a lease that identifies at least a minimum of a two-year term once the renovations are complete.
4. The grant funding must be used to attract businesses. These businesses would have to be retail businesses or restaurants, or personal services (barber/beauty shop, health spa, or similar services). No management offices, medical, education, or legal business uses are permitted.
5. The property must be free from any liens, judgements, or encumbrances of any kind, except for mortgages and easements, and be updated on all city obligations.

Executive Director Smith emphasized that, for him, the key factor is volume. If he has the opportunity to fund two projects instead of one, he will prefer to fund both. He also noted that ultimately, he operates at the pleasure and guidance of the board.

City Manager Herr requested clarification on the Commercial Enhancement Program, specifically regarding its application to vacant buildings and structures. He inquired whether resurfacing and restriping the parking lot associated with such buildings would be considered an eligible component for receiving CRA funding under any other CRA program.

Executive Director Smith confirmed that the project would be covered under the Façade grant if it involved an existing business. He explained that the Commercial Enhancement Program is primarily for the interior of the building rather than the exterior.

City Manager Herr expressed that he should be informed about the grants. He noted that the Executive Director interacts with the CRA Board and is involved with the issues at hand. He believes it is important for him to be notified when the grants are approved so that he stays updated on the situation.

Executive Director Smith mentioned that he will include a section for the City Manager's review of the grant applications in the review process.

Commissioner Pfeiffer stated there is a difference between repaving and resurfacing.

MOTION was made by Board Member Santarlas, seconded by Board Member Kelley, to approve Option B: A 50% matching grant for project costs up to \$100,000, with a maximum reimbursement of \$50,000.

VOTE TO THE MOTION:

AYE: Corbett, Ghent, Kelley, Mendez, Santarlas

NAY: Greene

Motion carries.

(A copy of the presentations is attached therein and described as Exhibit E.)

4. Discussion, review, and take action to amend the CRA's Façade Grant Incentives Program funding limits.

Executive Director Smith is proposing amendments to the Façade Grant Incentive Program to better align funding limits with available resources and current demand. Currently, the funding structure offers a 50% matching grant for eligible projects, with a maximum grant amount of \$50,000 and a maximum reimbursement of \$25,000. The proposed changes would adjust the grant to a 50% matching structure for eligible projects up to \$25,000, with a maximum reimbursement of \$12,500.

Eligible applicants for the grant include property owners and tenants of businesses located within the Community Redevelopment Agency (CRA) district, provided they have a valid business tax receipt from the City of Bartow. New business owners must secure their business tax receipt within 60 days of signing the grant agreement.

Executive Director Smith stated that the eligible expenditures would be for:

- Windows and doors
- Painting (including murals)
- Signage (only new signage needs to meet city ordinances)
- General exterior surface repairs, excluding roofs
- Siding materials

- Shutters for storefronts
- Minor site improvements such as driveway or parking lot repair, repaving/stripping parking lots
- Demolition of structures that are deemed unsafe
- Electrical – external lighting, security lights, or illumination of signage
- New awnings

Executive Director Smith recommends Option B, which provides a 50% matching grant for eligible project costs up to \$50,000. Under this amendment, the maximum CRA reimbursement would be capped at \$12,500, enabling the CRA to support up to four (4) redevelopment project incentives during the FY 2025-2026.

Executive Director Smith explained the criteria for the grant funding. The applicant must meet the following criteria:

- The subject property must be a commercial or mixed-use property located within the CRA District area. The applicant can be the property owner or a business tenant in the subject property. Existing business tenants or property owners must possess a current City of Bartow Business Tax Receipt. New business owners must obtain a City of Bartow Business Tax Receipt within 60 days of the grant agreement execution.
- Properties must be in fair or poor condition as determined by the CRA Director for application approval. The applicant must submit images of the proposed improvements and scope of work with a minimum of two quotes from qualified vendors for completing the work. The total project cost is determined by the total costs of eligible grant expenses. Grant funds can only be used toward eligible expenses. Matching funds must be used towards eligible expenses. The maximum grant matching amount per application is \$12,500, which requires a minimum of \$25,000 in total project costs.
- The subject property must have an active tenant or a tenant that will open for business once the building improvements are complete. Applicants must supply proof of a lease that identifies at least a minimum of a one-year term or a plan to be approved for occupancy for a year from the time the building improvements are complete. Existing tenants must provide proof of a lease that identifies a minimum of one year remaining in their lease term after execution of the grant agreement.
- Prior to the execution of a grant agreement, the subject property must be free from any liens (except mortgage liens), judgments, or encumbrances (except easements) of any kind, and all city/county obligations must be current.

There was a discussion about whether a property owner who owns multiple properties can apply for funding more than once.

Board Member Kelley asked whether an act of God is the sole reason for extending the project's completion date by 60 days.

Executive Director Smith indicated that if the property owner requires an extension for any reason other than an act of God, they must submit a written explanation for requesting a 60-day extension, which would be brought before the CRA Board for approval.

Board Member Santarlas asked whether the building owner/tenant could apply for this grant.

Executive Director Smith responded yes.

Vice Chairperson Ghent informed everyone that there has been a change in the amount awarded to recipients. He clarified that for business owners applying for a \$5,000 grant, there is now a requirement to match the grant amount, which was not previously necessary. He emphasized the importance of educating small business owners that all funding grants are matching grants.

Executive Director Smith explained that this issue was addressed when changes were made back in July. He noted that there is a stipulation requiring direct payment for any expenses under \$5,000. He emphasized that he does not want to encourage individuals to approach the CRA for small projects. He believes that the CRA wants people to have a vested interest in the redevelopment of their properties or buildings, as it represents their investment.

Commissioner Pfeiffer inquired whether staff checks for any code enforcement issues. She asked if the staff or board checks for any code violations or liens associated with the property. She expressed her frustration with property and business owners who fail to maintain their properties. Additionally, she pointed out that two applications had been presented to the board, in which one applicant received \$10,000 for landscaping, only for the plants to die later. She stated that another business had had its sign blown apart and that it had not been repaired for over a year.

Executive Director Smith emphasized that each property must be free of any liens or judgments. He stated that any code enforcement liens or judgments must be resolved before applying for funding from the Community Redevelopment Agency (CRA). Additionally, he explained that staff will coordinate with the City Clerk's Office to verify if there are any liens or judgments, ensuring that the property owner complies with all city ordinances. He clarified that if an applicant fails to address these issues, they will not receive funding.

MOTION was made by Board Member Mendez, seconded by Vice Chairperson Ghent, to go with Option B – Proposed Funding Structure: 50% matching grant for eligible projects costs up to \$25,000, with a maximum CRA reimbursement of \$12,500.

VOTE TO THE MOTION:

AYE: Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carries.

City Manager Herr asked for clarification on where in the fact sheet it states that "the CRA has allocated \$300,000 to the Façade Grant Program line item under the Business Retention category." He asked what the relationship was between the \$300,000 and the proposed 2025-2026 allocated funding of \$100,000.

Executive Director Smith stated that in the budget, this is under the Business Retention, where it combines the Façade Grant Program, Commercial Enhancement Program, and various other programs under one category.

(A copy of the presentations is attached therein and described as Exhibit F.)

5. Presentation on the CRA New Business Retention Grant (Review and Action).

Executive Director Smith explained that the Small Business Incentive Retention Program is designed to provide funding for businesses that have been operating in the City of Bartow for the past five years. He noted that this program serves as a placeholder because recent legislation may prevent CRAs from introducing new grant programs. Last month, the CRA approved funding allocations for this program. Now, the CRA needs to establish a program description as a precaution. In the event that there are changes to the TIF for its trust fund that could hinder the introduction of new programs, the CRA can still proceed with existing budgeted programs throughout their lifecycle.

Executive Director Smith outlined the key features of the program, which aims to develop a strategy for businesses within the CRA district and retain existing businesses in the area. This initiative will operate as a loan-to-grant program, offering funding of up to \$10,000. Initially, the funding will be provided as a loan, but as long as the recipients remain in operation at their site for five years, \$2,000 (20% of the total investment) will be converted into a grant.

The program focuses on job creation, capital investment in the CRA, and enhancing economic vitality. Eligible business types include retail stores, restaurants, entertainment venues, personal services (such as barbershops, salons, health spas, and studios), galleries, theaters, and cultural or community gathering spaces.

Ineligible businesses comprise government or non-profit entities, home-based businesses, franchises, bars or clubs that derive more than 50% of their revenue from alcohol sales, medical or educational offices, and businesses with outstanding liens or delinquencies.

All projects funded through this program must be completed within four months, with a possible two-month extension for extenuating circumstances. There will be a limited timeframe for advertising and accepting applications for this program.

Executive Director Smith suggested allocating \$200,000 for next year's budget. He stated that if the CRA is going to do this for next year's budget, then staff can proceed with preparing the applications for distribution in June.

MOTION was made by Board Member Kelley, seconded by Board Member Santarlas, to approve adoption of the new Small Business Incentive Retention Grant.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

(A copy of the resolution is attached therein and described as Exhibit G.)

6. Presentation on the CRA New Anchor Tenant Grant (Review and Action)

Executive Director Smith noted that this is another placeholder for the 2025-2026 budget year. He mentioned that the board has approved allocating \$1,000 to include this as a line item in the budget. Since the board has approved this placeholder, it is necessary to provide a program description that outlines the program requirements.

Executive Director Smith mentioned that this grant program will provide loans that can be converted into grants for commercial property owners and/or tenants. The goal is to support interior building improvements and cover business start-up costs. He believes this program could be presented to the Bartow Chamber, Main Street Bartow, and the Bartow Economic Development Council (BEDC) to help attract a catalyst business to the CRA district.

The CRA aims to draw an anchor business that offers dining, entertainment, retail, and hospitality services, providing a unique offering not currently available in the CRA district. Smith explained that the anchor business could be situated on the outskirts of the district, as it would be the first thing people see upon arriving in Bartow on their way to their destination. He stated that the program's main objectives are:

- Attract high-quality businesses to the CRA district.
- Improve the condition and appearance of commercial buildings within the district.
- Increase commercial occupancy rates and property values.
- Promote ongoing revitalization within the district area for dining, entertainment, retail, or hospitality that promotes Live, Work, Play, and Shop Bartow.

Executive Director Smith explained that the funding requirements will involve a loan-to-grant structure, providing up to 35% of the total cost for interior building improvements and business start-up expenses, with a maximum limit of \$250,000. This funding will be available to businesses that present a unique catalyst project to the CRA. He also provided a list of eligible interior building improvements for this grant, including ADA improvements, HVAC system upgrades, plumbing and electrical repairs, as well as windows, doors, and painting. For equipment and furniture, approval must be obtained prior to purchase. He stated that this allows him to see what unique equipment/furniture is going into the building. If there is a tenant, they must have a five-year lease with a five-year renewal, for a total of ten years. Non-eligible businesses include medical, educational, management, and legal offices.

Chairperson Greene suggested including something to exclude the cost of hiring a marketing consultant. He believes this is something the business owner should pay for, not the CRA.

City Manager Herr inquired whether a non-profit organization seeking to establish an entertainment opportunity would be eligible for this grant.

Executive Director Smith responded that the CRA is not funding not-for-profit organizations. He stated that the for-profit portion could be eligible for funding. He wants to make sure the CRA funding is going toward the buildings on the tax roll.

(A copy of the resolution is attached therein and described as Exhibit H.)

MOTION was made by Vice Chairperson Ghent, seconded by Board Member Kelley, to approve the new Anchor Tenant Incentive Grant.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

OLD BUSINESS:

1. Discussion on the Alleyway Project.

Executive Director Smith mentioned that Chairperson Greene, Board Member Mendez, and he collaborated to arrange meetings with the property owners of the alleyway. The meeting took place on September 16, 2025, at 6:00 p.m. at Sweet Magnolias Café.

Board Member Mendez reported that all participants attended the meeting except for property owners Fred and Donna Higgins, who own the Wine Stable. She noted that the Higgins have the most at stake, as they risk forfeiting their quitclaim deed. She explained that the other property owners have little to lose, making it reasonable for them to quitclaim their properties to the city.

Board Member Mendez suggested that the city either purchase or lease the Higgins' property to facilitate a resolution to clean up the alleyway. She also mentioned that they requested a second meeting with the Higgins, but they declined the invitation. She indicated that the Higgins have some thoughts for their property that they would like to pursue independently. Most property owners agree the road needs repair, regardless of the Higgins' unwillingness to participate in the program. She suggested using pavers instead of repaving the road, since it is expected to be dug up in approximately six months for other work. This would make it easier to have repairs done.

Executive Director Smith praised Board Member Mendez for her efforts and support. He noted that a majority of the property owners are willing to donate their share of the alleyway to the city for right-of-way purposes. He plans to coordinate with the Public Works department to conduct an assessment of the alleyway in order to determine its needs. He will then bring the findings back to the board for discussion. He clarified that the right-of-way for the alleyway belongs to the city, and the CRA cannot replace a city service; it can only enhance it. Additionally, he highlighted the IMPACT program's effectiveness in bringing together volunteers to provide in-kind manpower.

Chairperson Greene inquired about moving forward with obtaining quitclaim deeds from those willing to transfer their properties to the city. He emphasized that this would prevent future boards, twenty years from now, from having to address these same issues, especially when the Higgins sell their property and someone is willing to cooperate. He noted that the CRA has invested significant time and resources into this process, so it makes sense to finalize these arrangements while there is still a willingness among the property owners—except for one. He understands that not all their goals can be achieved, but at the very least, they could improve the area to make it safer and more accessible for people to walk.

Executive Director Smith stated that the quit-claim deed would be given to the city, not the CRA. He expressed uncertainty about whether the City Manager would want to take over this project.

Board Member Santarlas agreed with Chairperson Greene on the city's potential takeover of a project to maximize benefits, emphasizing that the board has delayed action for too long. He noted a conflict with the Wine Stable and sees an opportunity to beautify the alleyway through collaboration. He proposed repaving the alley, with the Higgins maintaining their portion via a grant, and suggested creating a plan to provide financial assistance for the Higgins to integrate their section into the overall project, aiding the CRA's revitalization goals.

Executive Director Smith believes that the CRA has already made significant efforts in its initiatives. He noted that if the Higgins want to maintain ownership of their property, they have the right to restrict who can be on it. If the CRA invests in a beautification project, it could easily cost around \$200,000. Smith emphasized that only the city would have the right to access that property; if it does not belong to the city and the CRA subsidizes a private owner for a project intended for public use, then the Higgins have every right to ask people to leave their property.

Board Member Santarlas suggested that there may be a way to revitalize their property while beautifying the alleyway. He indicated that the Higgins should be able to retain ownership of their property while aligning it with the beautification project, creating a cohesive, unified appearance for the entire alleyway.

There was further discussion about installing cameras in the alleyway to deter crime. This idea is worth exploring, especially since it was noted that in a certain area of Miami, the Sheriff's Office provided free cameras to business owners to help reduce trespassing and other unwanted activities in alleyways. The Sheriff's Office would monitor these cameras on behalf of the business owners.

Board Member Corbett requested clarification on the proposal. He stated that the quit-claim deeds would belong to the city, but he questioned where the CRA's jurisdiction would begin and end.

City Attorney Parker explained that the Community Redevelopment Agency (CRA) would be responsible for funding, while the city would retain ownership jurisdiction. He clarified that the CRA would not have any jurisdiction or responsibility for the alleyway. However, regarding the discussion about using pavers instead of repaving the alleyway, the decision to do so would fall under the CRA's authority if they choose to pursue it.

Commissioner Pfeiffer expressed her preference for pavers over repaving the alleyway. She emphasized that when improving the alleyway, it's important for business owners to take responsibility for their behavior, particularly regarding proper waste disposal—specifically, avoiding dumping and ensuring they use the dumpster correctly. She is enthusiastic about installing cameras and suggests posting a sign indicating surveillance for security purposes at the entrance. She recounted an incident where she observed someone urinating on the wall, indicating that cameras might help deter such behavior. Additionally, she suggested that, if property owners are interested, artwork could be displayed on the buildings' walls.

(A copy of the email is attached therein and described as Exhibit G.)

REPORTS:

1. EXECUTIVE DIRECTOR

Executive Director Smith reported on the following:

- Joint CRA meeting with the City Commission on Wednesday, October 29, 2025, at 5:30 p.m. In this meeting, there will be discussions regarding funding for the CRA to incur debt, the scope of work on the projects the CRA wants to move forward with, and the Cigar Factory.
- Scheduling two evening meetings: one for the CRA budget hearing and another joint meeting with the City Commission in October to present updates on new projects.

2. CRA Attorney

City Attorney Parker had nothing to report. He stated that he was glad to be in attendance, especially during the alleyway discussion, and looks forward to working on that project.

3. City Commissioner

Commissioner Pfeiffer reported on:

- IMPACT project video – wanted to know if that video could be posted and shared. Executive Director Smith stated that the video will be presented at the next City Commission meeting.
- Alleyway discussion – expressed her appreciation for the work that is being done over time. She looks forward to walking through there one day.

4. Board Members

- **Anthony Ghent**

Vice Chairperson Ghent mentioned items repaired and ADA compliance at the Polk Street Center.

- **Sandy Mendez**

Board Member Mendez asked if, with all the new funding opportunities with the CRA, there would be any funding the Orpheum Theatre would fall under.

Executive Director Smith stated that it will be discussed at next month's work session, along with the priorities and initiatives for the Orpheum Theatre and the development at 350 E. Main Street, as well as other projects.

- **Tom Santarlas**

Board Member Santarlas stated that the alleyway project will be successful if it is done right. He stated that this will be a great destination for people to walk through and enjoy.

- **Shana Bennett**

Board Member Bennett was not in attendance.

- **Jerome Corbett**

Board Member Corbett had nothing to report.

- **Cheri Kelley**

Board Member Kelley had nothing to report. She did ask for an update on the interactive mural.

Executive Director Smith stated that this should come to the board for review in December. He stated that the project is in its last stages of completion.

Executive Director Smith stated that there will be murals on the restrooms in the downtown and Over the Branch areas.

- **Gordon Greene**

Chairperson Greene had nothing to report.

NEXT MEETING

Chairperson Greene announced that the next meeting will be held on Wednesday, October 29, 2025, at 5:30 p.m.

ADJOURNMENT

With no further business to discuss, Chairperson Greene adjourned the meeting at 10:33 a.m.

CHAIRPERSON GORDON GREENE

ATTEST:

DEPUTY CITY CLERK DONNA DONALDSON

(SEAL)

**JOINT MEETING COMMUNITY REDEVELOPMENT AGENCY
AND CITY COMMISSION
WEDNESDAY, OCTOBER 29, 2025 – 5:30 P.M. (EST)
CITY HALL – COMMISSION CHAMBER
450 N. WILSON AVENUE, BARTOW, FL 33830**

The Community Redevelopment Agency and City Commission held a Joint Meeting on Wednesday, October 29, 2025, at 5:30 p.m. in the City Commission Chamber located at City Hall, 450 N. Wilson Avenue, Bartow, Florida. Notice of this meeting was posted at City Hall, Bartow Public Library, and the city's website.

MINUTES

CALL TO ORDER

Chairperson Greene called the meeting to order at 5:30 p.m.

ROLL CALL

BOARD MEMBERS PRESENT: Board Member Shana Bennett, Board Member Jerome Corbett, Board Member Anthony Ghent, Vice Chairperson, Board Member Cheri Kelley, Board Member Sandy Mendez, Board Member Dr. Tom Santarlas, and Board Member Gordon Greene, Chairperson

BOARD MEMBER(S) ABSENT: None

CITY COMMISSIONER(S) PRESENT: Commissioner Gary Ball, Commissioner Trish Pfeiffer, Vice Mayor Laura Simpson, and Mayor Tanya Tucker

CITY COMMISSIONER(S) ABSENT: Commissioner Leo E. Longworth

STAFF PRESENT: Executive Director C. Howard Smith, Business and Community Engagement Coordinator Cheryl Baksh, City Manager Mike Herr, City Attorney Sean Parker, CRA Counsel Drew Crawford, Code Compliance and Neighborhood Services Director Tray Towels, Finance Director Peter Lear, IT Director Frank Canavoca, Executive Assistant Pam Sams, Officer Duane Paul, and Deputy City Clerk Donna Donaldson.

a. Election of Chairperson for FY 2025-2026

NOMINATION made by Board Member Santarlas, seconded by Board Member Mendez, to nominate and elect Board Member Gordon Greene as Chairperson for FY 2025-2026.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Bennett, Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

Board Member Greene accepted.

b. Election of Vice Chairperson for FY 2025-2026

NOMINATION was made by Board Member Kelley, seconded by Board Member Corbett, to elect Board Member Anthony Ghent as Vice Chairperson for FY 2025-2026.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Bennett, Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

Board Member Ghent accepted.

CONSIDERATION OF QUESTIONS FROM THE FLOOR, PETITIONS, AND COMMUNICATIONS

a. Matters not appearing on this agenda.

Chairperson Greene opened the public comment period for matters not on this agenda.

Mr. Alvin Smith, Jr., 1720 Laurel Street, stated he was reviewing the sites the board will be looking at tonight. He suggested a couple of other sites to add to the list.

Executive Director Smith indicated there is an agenda item for the board to review, and the public will have the opportunity to make comments at that time.

With no other comments, Chairperson Greene closed the public comment period.

b. Matters appearing on this agenda but not scheduled for a separate public hearing.

Chairperson Greene opened and closed the public comments period. There were no comments.

NEW BUSINESS: CRA Presentation Work Session

1. Discussion on the Community Redevelopment Agency Redevelopment Projects and potential land acquisitions for redevelopment. (Review and Take Action)

City Manager Herr discussed the need for sustainable redevelopment projects in Bartow, supported by a study from RMA Consultants. He is requesting the board's approval to borrow \$18 million, emphasizing the importance of being ambitious and bold as the capital city. The funding would be used to redevelop businesses, acquire properties for catalytic projects, create new jobs, expand the tax base, and address blighted conditions in the city.

City Manager Herr noted that we will be reminded of the legislature being in session in January, during which they will reintroduce legislation that will impact the status of the redevelopment statute in the State of Florida, specifically regarding Community Redevelopment Agencies (CRAs). He mentioned that, with careful guidance from the city's legal team, they have developed an approach that they believe will align with the upcoming legislation, which is likely to resemble a major bill supported by the House in the last session. He emphasized the importance of timing and ensuring that eligible projects are ready in the queue.

City Manager Herr discussed the old cement factory, stating that the site is outdated and does not complement the surrounding land use. He pointed out that the transportation system does not adequately support it, as the roads are too narrow or unsafe. He believes it is time to pursue a successful redevelopment opportunity for that site.

Regarding the Green Mills housing site, he expressed his desire to obtain city commission approval to demolish the old motor vehicle inspection station. He emphasized that demolishing this station would signal that Bartow is ready for the redevelopment of the Cigar Factory.

City Manager Herr mentioned several properties that he would like to include in the redevelopment plan for the area. He stressed the importance of legacy and indicated that the city is doing everything it can, within its means, to make a meaningful difference.

City Manager Herr explained that capitalizing on the strengths of the CRA is essential—transforming weaknesses into strengths, strengths into opportunities, and opportunities into reinvestment. This reinvestment creates jobs, expands the tax base, and improves the quality of life in downtown and the CRA district. Herr concluded that seizing opportunities and investing in infrastructure and redevelopment are crucial for the city's future.

Executive Director Smith stated that this presentation is based on the feasibility study reviewed a few months ago, in which it was discussed that the city and the CRA board should collaborate as one. Another factor to be considered is working with the community stakeholders.

Executive Director Smith stated that what he is going to ask of the board is to approve:

1. Approve the CRA Priority Project Package and loan concept;
2. Authorize staff to proceed with specific next steps in developing priority projects; and
3. Authorize staff to finalize a CRA loan plan that is consistent with statutory requirements.

Executive Director Smith stated that this would need to go before the city commission, since the city will back any debt the CRA incurs. He continued with his presentation.

CRA Counsel Crawford reviewed the CRA increment revenue and explained how the increment can be utilized. He believes that, due to the legislation, CRAs can anticipate an additional twenty years of development opportunities. He noted that securing debt might protect the CRA from legal actions by the legislature. Additionally, he emphasized the importance of securing a loan by January 15, 2026.

Finance Director Peter Lear emphasized that the \$18 million figure is necessary to eliminate any real financial risk for the city. He noted that the increment for this fiscal year will be \$1.4 million. In a worst-case scenario, if the county is not required to contribute, the city would be responsible for the entire \$1.4 million payment. Lear pointed out that all financial institutions are aware of the legislative situation and will not simply take the CRA's word that they are reliable; they will require solid backing. He also stated that the CRA should not place the city in a position where it needs to raise taxes to repay debts. This approach aims to reduce the city's risk.

Finance Director Lear outlined the process for incurring debt and collaborating with banks. He indicated that the first step is for the CRA board to authorize city staff to move forward, followed by presenting the plan to the city commission for approval through a resolution that allows for the debt. He mentioned that while preparing the resolution, the city will work with one or more community financial institutions. According to him, pursuing a bank loan is faster than seeking a bond, as a bond would take at least a year, which is much longer than the necessary timeframe. He noted that securing a bank loan would typically take about sixty (60) days.

Vice Mayor Simpson wanted to understand the implications of the discussions surrounding property tax reform. She asked whether the city engages in this reform and, if it finds that one of the parcels or projects is not feasible, whether the city would lose that option. Additionally, she inquired about the scope of work that the proposed legislation would require to protect the city.

CRA Counsel Crawford noted that one positive outcome is that the CRA bill has passed. He explained that if there is a bond in place and the city or county experiences a decline in tax revenue due to homestead property protection, tax revenue from commercial buildings would still be available. The anticipated TIF from both sources is expected to be sufficient to cover the loan repayment.

Finance Director Lear mentioned that nearly all of the eight bills proposed by the Speaker of the House were related to homestead properties. He indicated that none of the properties listed would qualify for homestead status. He also noted that the proposals being introduced in the legislature aim to eliminate homestead property taxes.

City Manager Herr stated that there are a couple of scenarios regarding property tax relief, depending on the existing tax base and the number of residential properties currently homesteaded. In the best-case scenario, there would be no tax relief. The other scenario is based on two of the most probable options that voters could approve. If these options are approved, they would significantly affect the tax base, including property tax revenue and the ability to generate \$1.4 million.

Finance Director Lear stated that the city could be in a position to raise taxes on non-homesteaded properties. He stated that staff will run numbers to see where it goes and may change the millage rate.

City Manager Herr stated that the millage rate would be changed, shifting the burden to commercial and industrial companies, or he would return to the leadership team to reduce expenditures.

CRA Counsel Crawford stated that the city would work with a bond counsel, a special financial attorney who would help draft all the disclosure paperwork for the bank, and that the resolution is worded correctly, so there is enough leeway in the program to use it for redevelopment activities throughout the CRA. He stated that what the bond attorneys will tell you is that any tax-exempt purpose could utilize the money.

Mayor Tucker asked if there were any backup projects.

Executive Director Smith highlighted that several backup projects are available, including infrastructure development and land acquisitions on both the north and south sides of Highway 17. He stressed that the primary focus should be on the corridors. Additionally, he clarified that the CRA is not committed to any specific project, which is why it is considering such a wide range of options. He noted that not all proposed projects can be completed within the requested budget; some may be larger in scope, while others may be smaller. He also mentioned that the language regarding this debt would remain flexible.

City Manager Herr stated that the private sector drives this initiative. When the private sector is eager to invest, it receives favorable rates. He emphasized that these are not capital projects in which the city is involved in designing, permitting, or acquiring right-of-way; rather, this is about partnering with private-sector ventures and not being owner operators.

Chairperson Greene noted that city staff will need to review these projects and monitor how the CRA's funds are being spent. He indicated that this would require a full-time position and does not expect Executive Director Smith to manage everything on his own.

City Manager Herr announced that the staff is seeking approval from both the CRA and the City Commission to proceed with this initiative. He emphasized that it will be his responsibility to manage this initiative. Additionally, he plans to enlist the help of the Bartow Economic Development Council (BEDC) Executive Director in distributing the RFPs. Before these RFPs are published, they will be reviewed by the Finance Director and CRA Counsel.

City Manager Herr will also seek approval from the City Commission and will inform the CRA board about the content of the RFPs. This will ensure that everyone understands their roles and the associated risks involved in the documentation process. He highlighted the importance of having a strong advocate to drive sales and someone with

experience in closing deals. Furthermore, he mentioned that any selected lending institution could also assist.

Ultimately, City Manager Herr stated that the key to success lies in effectively marketing these properties to generate a positive response to the RFPs.

CRA Counsel Crawford explained that this scope of work builds on the main elements of the 2022 CRA plan. He mentioned that this serves as a mid-term strategy for both the CRA and the City Commission.

Executive Director Smith continued through his presentation. He went through the projects:

- **970 E. Main Street** – this property is allocated at a P3 partnership with Green Mills for a site for workforce housing. An application will be submitted to the Florida Housing Coalition tomorrow, and we will have until April or May 2026 to learn whether that project will move forward. The CRA is committed to a five-year deal, and it is now in year three of that five-year commitment.
- **0 US Highway 17** – on the corner of Martin Luther King, Jr. Boulevard and US Highway 17. No funding would be committed to this project. There was some discussion with a firm about developing this parcel, with the potential to bring the USDA to this site. This property has been appraised at \$330,000.
- **330 E. Main Street** – this site would cost approximately \$1 million to redevelop. This site is planned for a mixed-use commercial development. There would be commercial use on the first floor and residential use on the second floor.
- **335 E. Main Street** – currently the Orpheum Theatre. This building cannot be restored as a movie theatre. Another use for this building could be as a community center or listening/performance room to serve the local needs. The theatre's name will be included in whatever it turns out to be.
- **180 N. Central Avenue** – this is the new CRA building. This is not part of the funding request. The CRA has the funding in its account to proceed with the renovation of this building. He hopes to have the project started by the end of January 2026.
- **1095 Martin Luther King, Jr. Boulevard** – this building would be converted to either a commercial kitchen or business incubator owned and managed by a private partner. This building would be the key to revitalizing the Martin Luther King, Jr. Boulevard area and turning it back into a business district.

Commissioner Pfeiffer suggested getting community input on the project on Martin Luther King, Jr. Boulevard. She does not believe it would be suitable to make that building an incubator business. She stated that the community could offer better suggestions for the building's use.

Chairperson Greene opened the floor for public comment.

Mr. Alvin Smith, Jr., 1720 Laurel Avenue, expressed his desire to ensure that both Polk Street Center and Martin Luther King, Jr. Boulevard are included in the concept for

these properties. He also noted that a church in the area owns some property that the CRA might consider for redevelopment. Additionally, he mentioned speaking with individuals who have inherited property from their parents to explore possible options for development.

With no other comments, Chairperson Greene closed the public hearing.

Board Member Corbett inquired about the types of incentives that will be implemented to attract individuals to this work. He noted that, at present, it appears the responsibilities for maintaining, managing, and effectively marketing those properties to potential tenants would fall on the Executive Director.

Executive Director Smith indicated that the Request for Qualifications (RFQ) will include a detailed outline of the specific process for contracting with a potential developer. This outline will also specify the intended use of the building and establish that use for an extended period of time. He emphasized that any agreements regarding the maintenance and usage of the building will be contractual. This will relate to the funding the CRA will receive or the costs associated with donating the building at a reduced price. These provisions will ensure that the CRA's investment is protected and maintained appropriately.

Board Member Corbett asked whether the budget included any incentives to support these initiatives.

Executive Director Smith noted that no funds have yet been allocated in the budget, as this is just the initial step in the process. He emphasized that failing to secure financing means missing a crucial part of the discussion. He explained that obtaining funding first gives the CRA significant leverage, ensuring financial stability for the RFPs.

City Manager Herr mentioned that the current projects include commercial façade grants and some funds allocated for residential rehabilitation. He is uncertain about the status of these projects since the budget has not yet been finalized. He pointed out that one of the key tools discussed by the Executive Director in the last meeting is the business recruitment and retention grant. He emphasized that the strategies for recruiting and retaining businesses are among the most important resources the CRA will ever have.

2. Discussion on the Community Redevelopment Agency Financial plan and process to incur debt for redevelopment projects and sites for potential acquisition. (Review and Take Action)

Executive Director Smith continued the presentation by reviewing the East Main Street Catalyst acquisitions. He wants to outline the project scope by activating West Main Street to Flamingo Drive and by closing gaps in low activity and economic vitality. He noted that the properties listed comprise 6.81 acres on the Eastside of Bartow. He asked City Manager Herr to provide an update on the study being conducted to assess the Cigar Factory.

City Manager Herr has instructed the Public Works Director to begin an evaluation of the structural integrity of the Cigar Factory. He emphasized the need for a report detailing the building's condition so the city can assess its condition. Without this information, the city may receive a report from a vendor, who could be a potential partner, but would lack the ability to verify its accuracy. He wants a reliable set of facts for comparison purposes, with no immediate intention of demolition.

City Manager Herr also mentioned that he had made a similar request regarding the old civic center located across the street from City Hall. He expressed a desire for the city to utilize its existing property for a new fire station and headquarters, rather than purchasing more expensive land. Although there is no obligation to the CRA, the city will need to borrow money to finance construction, with repayment expected from fire assessment fees, appropriations, and a small contribution from the general fund.

Commissioner Pfeiffer mentioned that during her attendance at the Florida Redevelopment Association conference, she encountered RMA Consultants, the firm responsible for the rendering of the Cigar Factory. She stated that they had offered their resources to help bring that concept to life.

Executive Director Smith emphasized that the CRA is consistently focused on redevelopment and the re-use of resources. He believes this investment would significantly enhance the Green Mills project and the current construction of 30 townhomes on Church Street. He stated that the area is already undergoing redevelopment and that this new venture would further support that progress.

Executive Director Smith discussed the potential reuse of the Cement Factory. He mentioned that if the property is acquired, a remediation process would be necessary, which could take approximately 3 to 5 years. He explained that if the site is designated as a brownfield due to its geological conditions, redevelopment incentives and grants may be available. He envisions this location as a mixed-use development with retail shops on the first floor and apartments on the second.

CRA Counsel Crawford explained the term "brownfield." He stated that the concept behind the terms "brownfield" and "cleanup" program is to bring in someone who can redevelop a parcel of land under the Green Reuse Statute. This statute is designed to exempt the redeveloper from sales tax and provide other economic benefits. In exchange for these benefits, the city either receives a clean parcel and the property owner gains a release from any environmental liability, or the city gets a redeveloped parcel and alleviates the stigma of potential contamination.

Executive Director Smith provided an update on the Polk Street Park. He announced that the CRA plans to allocate \$500,000 to park amenities. Proposed enhancements include a covered basketball court equipped with lights and fans, walking trails featuring workout stations, a new parking lot with landscaping, upgraded playground equipment with active play features, and improved lighting and audio systems.

Executive Director Smith emphasized that the entire \$500,000 fund may not cover all these items. Instead, the goal is to collaborate with the Parks, Recreation, and Cultural Arts Department to determine the highest and best use of the funding available.

City Manager Herr noted that this is a good example of leveraging. Staff will examine the general fund as it updates the Capital Improvement Plan (CIP) each year, viewing this as an opportunity.

Business and Community Engagement Coordinator Cheryl Baksh gave a presentation on the economic and community benefits of these projects. The three benefits are increasing property tax revenue, creating jobs to retain the workforce, and enhancing pedestrian activity and foot traffic.

Chairperson Greene opened the public hearing.

Mr. Alvin Smith, Jr., 1720 S. Laurel Street, stated the city will need to petition its community to help expedite some of its projects. It's important to reach out to residents to determine what can be done. The city must be bold in its efforts. He mentioned that Polk Street and Martin Luther King Jr. Boulevard were once vibrant communities. He believes that the city's proposed initiatives are exactly what is needed.

Ms. Linda Holcomb, Executive Director of Main Street Bartow, praised the efforts that have gone into this initiative and highlighted its benefits for the downtown area. She noted that some of the buildings mentioned serve as gateways to the city, while others in the downtown area contribute to a more vibrant and walkable downtown. This initiative is expected to attract new businesses and support the existing ones.

Commissioner Pfeiffer noted that the downtown area used to feel quite lifeless, but recently it has become vibrant and lively. She mentioned that the individual who replaces Ms. Holcomb will have a broader scope of responsibilities, which is exciting because it allows for greater influence in the area. She emphasized that this expansion is valuable for the city.

With no other comments, Chairperson Greene closed the public hearing.

Executive Director Smith is reviewing the implementation roadmap, engagement strategy, and decision-making process. He emphasized that the success of this plan depends on timing and that all elements must align effectively. The schedule will be structured around the fiscal year. The first step is to seek approval from both the CRA board and the City Commission for the priority list, and to authorize staff to conduct due diligence on funding development. He continued to go through the rest of the steps.

Chairperson Greene proposed advancing the appraisals, acquiring the properties, and demolishing the buildings as soon as possible for a successful outcome.

Executive Director Smith would like to gather feedback and secure City Commission consensus to move forward with this plan and apply for the \$18 million loan.

Chairperson Greene inquired about the protocol if one of the projects on the priority list fails to materialize or if a project can be completed at a lower cost, allowing the possibility of introducing a new project. He asked what flexibility the CRA has in bringing in an alternative project.

CRA Counsel Crawford explained that the motion is phrased specifically because the board is being asked to approve the priority package and loan concepts. He noted that the identified projects are ready to move forward. He encouraged the board to approve the concept packages, stating that if one project does not proceed, another will take its place, ensuring redevelopment continues. He mentioned that the concept introduced tonight would facilitate the realistic redevelopment of those areas and could be achieved with the current items. If these items do not progress, alternative options can be considered.

City Manager Herr stated that any changes to the projects being organized in the portfolio would be handled administratively. These changes would originate from the City Manager and the CRA Executive Director, then be presented to the CRA board, and finally to the City Commission.

CRA Counsel Crawford explained that an interlocal agreement between the CRA and the City Commission will create a project memorandum outlining all necessary details. He emphasized the importance of obtaining approval for the priority project package, as this will provide him with a basis to work with bond counsel and include justifying language in the resolutions for a tax-free loan. He stated that he will work on the wording to ensure it remains flexible for the board.

Executive Director Smith stated that when this matter returns, it will be presented as a budget resolution to amend the current budget. He mentioned that if this progresses, he would like to initiate the business retention grant and have it operational by the first quarter of 2026, rather than delaying it until the summer, and to secure funding for the following year.

MOTION was made by Board Member Santarlas, seconded by Board Member Kelley, to approve 1) the CRA prior package and the loan concept; 2) authorize staff to proceed with the specific next steps in developing the priority project; and 3) authorize staff to finalize a CRA loan plan that is consistent with statutory requirements.

VOTE TO THE MOTION WAS AS FOLLOWS:

AYE: Bennett, Corbett, Ghent, Kelley, Mendez, Santarlas, Greene

NAY: None

Motion carried.

REPORTS:

1. EXECUTIVE DIRECTOR

Executive Director Smith had nothing to report.

2. CRA ATTORNEY

CRA Counsel Crawford had nothing to report.

3. CITY COMMISSIONER(S)

Commissioner Pfeiffer mentioned that she recently had coffee with former St. Petersburg Mayor Rick Baker, who expressed interest in Bartow. The reason for his interest is the upcoming turnpike. She stated that when the ribbon-cutting ceremony is scheduled, she will encourage greater community participation to support Bartow. The turnpike has attracted investor interest, according to her. Additionally, Mr. Baker would like to meet with the City Manager, Executive Director, and BEDC to discuss his projects. She noted that he has been transformative in the City of Winter Haven.

Commissioner Pfeiffer noted that the city's area between Highway 60 and Highway 17 is unique. She mentioned that the discussions held tonight could result in approximately \$21 million being invested in Bartow. She expressed that she cannot recall such a significant amount being invested in the downtown area before.

Commissioner Pfeiffer mentioned that the triple trio consists of the City Manager, the Executive Director, and the BEDC. She believes this is Bartow's opportunity to advance to the next level and expressed her enthusiasm for these projects.

Commissioner Pfeiffer expressed her gratitude to the CRA board members who attended the FRA Conference. She mentioned the latest project in Winter Haven, which includes a parking garage with storefronts. She believes a similar project would benefit the East End.

Commissioner Pfeiffer has requested a summary to present to the legislature before March. She plans to take it to the legislature in January, believing it will be a valuable tool for her presentation. Additionally, she mentioned that her first meeting with the FRA is scheduled for January, and she looks forward to learning more and advocating for CRAs.

4. BOARD MEMBERS

- **Anthony Ghent**

Vice Chairperson Gent thanked everyone involved in preparing this presentation.

- **Sandy Mendez**

Board Member Mendez expressed her excitement about how the CRA is finally going to make some ripples in the community.

- **Tom Santarlas**

Board Member Santarlas stated that the City Manager and Executive Director work very well together.

City Manager Herr stated that the city has a very good CRA board, a strong City Commission, and a strong team.

- **Shana Bennett**

Board Member Bennett had nothing to report.

- **Jerome Corbett**

Board Member Corbett had nothing to report.

- **Cheri Kelley**

Board Member Kelley showed her appreciation for the presentation today.

- **Gordon Greene**

Chairperson Greene expressed his appreciation for the presentation and looks forward to seeing this initiative move forward.

ADJOURNMENT

With no further business to discuss, Chairperson Greene adjourned the meeting at 7:31 p.m.

CHAIRPERSON GORDON GREENE

ATTEST:

DEPUTY CITY CLERK DONNA DONALDSON

(SEAL)

MAYOR TANYA TUCKER

ATTEST:

CITY CLERK JACQUELINE POOLE

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA
FINANCIAL SUMMARY

REVENUE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>TAXES</u>							
AD VALOREM TAXES	<u>2,730,108.00</u>	<u>0.00</u>	<u>227,509.00</u>	<u>0.00</u>	<u>227,509.00</u>	<u>2,730,108.00</u>	<u>0.00</u>
TOTAL TAXES	2,730,108.00	0.00	227,509.00	0.00	227,509.00	2,730,108.00	0.00
<u>INTERGOVERNMENTAL REV.</u>							
FEDERAL GRANTS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERGOVERNMENTAL REV.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CHARGES FOR SERVICES</u>							
GEN. GOV. (NOT COURT REL)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>MISCELLANEOUS REVENUE</u>							
INTEREST	0.00	4,880.27	0.00	4,880.27	0.00 (	4,880.27)	0.00
PROPERTY RENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DISP. OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRIBUTION & DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OTHER MISC. REVENUE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL MISCELLANEOUS REVENUE	0.00	4,880.27	0.00	4,880.27	0.00 (	4,880.27)	0.00
<u>OTHER SOURCES</u>							
INSTALLMENT PURCH./LEASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NONOPERATING SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
*** TOTAL REVENUES ***	2,730,108.00	4,880.27	227,509.00	4,880.27	227,509.00	2,725,227.73	0.00
	=====	=====	=====	=====	=====	=====	=====

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA
FINANCIAL SUMMARY

EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BALANCE BUDGET	% OF
<u>ECONOMIC ENVIRONMENT</u>							
CRA	<u>4,646,938.00</u>	<u>49,395.50</u>	<u>0.00</u>	<u>49,395.50</u>	<u>49,395.50</u>	(4,597,542.50)	<u>1.06</u>
TOTAL ECONOMIC ENVIRONMENT	<u>4,646,938.00</u>	<u>49,395.50</u>	<u>0.00</u>	<u>49,395.50</u>	<u>0.00</u>	(4,597,542.50)	<u>1.06</u>
*** TOTAL EXPENDITURES ***	4,646,938.00	49,395.50	0.00	49,395.50	0.00	(4,597,542.50)	1.06
	=====	=====	=====	=====	=====	=====	=====
*** REVENUE OVER (UNDER) EXPENDITURES *	(1,916,830.00)	(44,515.23)		(44,515.23)		(1,872,314.77)	
	=====	=====		=====		=====	

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA
FINANCIAL SUMMARY

REVENUES	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>TAXES</u>							
<u>AD VALOREM TAXES</u>							
311020-000-000 CITY TAX INCREMENT	1,304,123.00	0.00	108,676.88	0.00	108,676.88	1,304,123.00	0.00
311040-000-000 COUNTY TAX INCREMENT	<u>1,425,985.00</u>	<u>0.00</u>	<u>118,832.12</u>	<u>0.00</u>	<u>118,832.12</u>	<u>1,425,985.00</u>	<u>0.00</u>
TOTAL AD VALOREM TAXES	<u>2,730,108.00</u>	<u>0.00</u>	<u>227,509.00</u>	<u>0.00</u>	<u>227,509.00</u>	<u>2,730,108.00</u>	<u>0.00</u>
TOTAL TAXES	2,730,108.00	0.00	227,509.00	0.00	227,509.00	2,730,108.00	0.00
<u>INTERGOVERNMENTAL REV.</u>							
<u>FEDERAL GRANTS</u>							
331491-000-000 FED APPROPRTN GRANT-PK	0.00	0.00	0.00	0.00	0.00	0.00	0.00
331900-000-000 DEO GRANT	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL FEDERAL GRANTS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERGOVERNMENTAL REV.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CHARGES FOR SERVICES</u>							
<u>GEN. GOV. (NOT COURT REL)</u>							
341301-000-000 FUNDING REQUEST FEE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL GEN. GOV. (NOT COURT REL)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>MISCELLANEOUS REVENUE</u>							
<u>INTEREST</u>							
361100-003-000 INTEREST INC. - SUNTR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361109-000-000 INTEREST INC-BK of CE	0.00	4,880.27	0.00	4,880.27	0.00	(4,880.27)	0.00
361110-000-000 INTEREST INCOME - ESP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361111-000-000 INTEREST INCOME - ARM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361990-000-000 NOTES RECVBL DISCT AM	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTEREST	0.00	4,880.27	0.00	4,880.27	0.00	(4,880.27)	0.00
<u>PROPERTY RENTAL</u>							
362000-001-000 RENTAL OF PROPERTY	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PROPERTY RENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>DISP. OF FIXED ASSETS</u>							
364000-001-000 SALE OF LAND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
364000-002-000 GAIN/LOSS ON SALE OF	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DISP. OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA

FINANCIAL SUMMARY

REVENUES	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>CONTRIBUTION & DONATIONS</u>							
366001-000-000 DONATIONS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CONTRIBUTION & DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>OTHER MISC. REVENUE</u>							
369100-000-000 MISCELLANEOUS REVENUE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER MISC. REVENUE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL MISCELLANEOUS REVENUE	0.00	4,880.27	0.00	4,880.27	0.00	(4,880.27)	0.00
<u>OTHER SOURCES</u>							
<u>INSTALLMENT PURCH./LEASE</u>							
383000-000-000 LOAN PROCEEDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INSTALLMENT PURCH./LEASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>DEBT PROCEEDS</u>							
384000-000-000 DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
384000-002-000 LEASE PROCEEDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>NONOPERATING SOURCES</u>							
389930-000-000 LOAN REPAYMENT (ADJ A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL NONOPERATING SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER SOURCES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUE	2,730,108.00	4,880.27	227,509.00	4,880.27	227,509.00	2,725,227.73	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA

ECONOMIC ENVIRONMENT

CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
<u>PERSONNEL</u>							
559201-112-101 REGULAR SALARIES & WAG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-114-101 OVERTIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-116-000 COMPENSATED ABSENCES A	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-121-101 FICA TAXES - GENERAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-122-101 RETMT CONTS-GENERAL DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-123-103 OPEB HEALTH INS ACCRUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>OPERATING</u>							
559201-331-100 PROF SVCS - LEGAL	35,000.00	4,027.18	0.00	4,027.18	0.00 (	30,972.82)	11.51
559201-331-300 CONSULTING SERVICES	340,000.00	0.00	0.00	0.00	0.00 (	340,000.00)	0.00
559201-332-100 ACCOUNTING & AUDITING	7,000.00	1,200.00	0.00	1,200.00	0.00 (	5,800.00)	17.14
559201-334-008 DEMOLITION/CODE ENFORC	60,000.00	0.00	0.00	0.00	0.00 (	60,000.00)	0.00
559201-334-900 CONTRACT SERVICES	377,028.00	0.00	0.00	0.00	0.00 (	377,028.00)	0.00
559201-334-905 COMMUNITY POLICING	113,892.00	0.00	0.00	0.00	0.00 (	113,892.00)	0.00
559201-340-100 TRAVEL, TRNG & SEM - S	20,000.00	531.20	0.00	531.20	0.00 (	19,468.80)	2.66
559201-340-101 TRAVEL, TRNG & SEM - B	15,000.00	2,038.38	0.00	2,038.38	0.00 (	12,961.62)	13.59
559201-341-003 CELLULAR PHONES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-341-004 TELEPHONE	2,695.00	122.68	0.00	122.68	0.00 (	2,572.32)	4.55
559201-341-007 INTERNET ACCESS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-341-012 POSTAGE	500.00	18.56	0.00	18.56	0.00 (	481.44)	3.71
559201-343-000 UTILITIES	1,019.00	69.96	0.00	69.96	0.00 (	949.04)	6.87
559201-344-004 OFFICE LEASE	70,000.00	16,500.00	0.00	16,500.00	0.00 (	53,500.00)	23.57
559201-345-010 INSURANCE-PROPERTY&CAS	5,100.00	1,251.12	0.00	1,251.12	0.00 (	3,848.88)	24.53
559201-345-011 INSURANCE - ERRORS & O	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-346-001 MAINT - BUILDING	0.00 (	92.40)	0.00 (	92.40)	0.00 (	92.40)	0.00
559201-346-002 MAINT - OFFICE FURN &	6,000.00	0.00	0.00	0.00	0.00 (	6,000.00)	0.00
559201-346-050 MAINT - MACH & EQUIP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-346-055 MAIN STREET CUSTODIAL	80,000.00	0.00	0.00	0.00	0.00 (	80,000.00)	0.00
559201-347-010 PRINTING & BINDING	2,000.00	0.00	0.00	0.00	0.00 (	2,000.00)	0.00
559201-348-002 ADVERTISING	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-348-005 MAGIC ON MAIN EXPENDIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-348-006 CRA DOWNTOWN & COMM MK	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-001 MISC EXPENSE	30,000.00	490.56	0.00	490.56	0.00 (	29,509.44)	1.64
559201-349-005 BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-013 PERMITTING FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-020 LAND DISPOSITION EXPEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-100 BANK CHARGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-801 ALLOCATED CITY COMMISS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-803 ALLOCATED CITY CLERK	20,345.00	0.00	0.00	0.00	0.00 (	20,345.00)	0.00
559201-349-805 ALLOCATED HUMAN RESOUR	3,765.00	0.00	0.00	0.00	0.00 (	3,765.00)	0.00
559201-349-806 ALLOCATED PURCHASING	594.00	0.00	0.00	0.00	0.00 (	594.00)	0.00
559201-349-900 OTHER CURRENT CHARGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-351-001 OFFICE SUPPLIES	10,000.00	17.40	0.00	17.40	0.00 (	9,982.60)	0.17
559201-352-008 CLEANING & SANIT SUPPL	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA

ECONOMIC ENVIRONMENT

CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
559201-352-900 OPERATING SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-354-001 DUES & SUBSCRIPTIONS	<u>4,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u> (<u>4,000.00</u>)		<u>0.00</u>
TOTAL OPERATING	1,204,938.00	26,174.64	0.00	26,174.64	0.00 (1,178,763.36)		2.17

CAPITAL

559201-661-001 LAND PURCHASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-002 C/O MAIN STREET RECONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-003 WILSON & PARK AVE STUD	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-005 POLK STREET UNDERPASS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-006 BAKER AVE. LANDSCAPING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-008 E. CHURCH STREET CALMI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-009 CITY GATEWAYS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-012 ANTIQUE LIGHTS-CHURCH	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-019 FLOOD MITIGATION AND D	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-020 SIDEWALK ENHANCEMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-021 SMART CITY PROGRAM	1,000.00	0.00	0.00	0.00	0.00 (1,000.00)		0.00
559201-664-001 C/O MACH & EQUIP	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CAPITAL	1,000.00	0.00	0.00	0.00	0.00 (1,000.00)		0.00

DEBT SERVICE

559201-771-024 17-18 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-771-025 25-26 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-772-024 17-18 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-772-025 25-26 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-799-999 LEASE DEBT SERVICE REC	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00	0.00

GRANTS & AID

559201-881-005 JUNTEENTH FESTIVAL GRA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-006 BROWN HSE / NIC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-007 WEST BARTOW HSG DEV GR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-008 AFFORDABLE HOUSING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-009 COMMUNITY SIGNAGE GRAN	8,000.00	0.00	0.00	0.00	0.00 (8,000.00)		0.00
559201-881-010 L B BROWN H FESTIVAL G	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-011 CIGAR FACTORY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-012 DOWNTOWN & COMM ECO DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-013 BARTOW MARKETING PARTN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-014 Reconstruction Incenti	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-015 WEST BARTOW FRONT PORC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-016 MAIN STREET BARTOW INC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-017 EPAC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-018 CONDEMNED HOUSE DEMOLI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-019 DOWNTOWN FACADE GRANTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-020 CODE ENFORC/DEMOLITION	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-021 PARKING GARAGE FED ALL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-022 TIF REBATE GRANT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-023 MANOR AT W BARTOW-ECO	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-024 MAIN STREET INCUBATOR	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
559201-881-025 HISTORIC COURTHOUSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-026 ENERGY IMPRVMT PILOT P	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-027 PERMIT AND IMPACT FEE	60,000.00	0.00	0.00	0.00	0.00 (	60,000.00)	0.00
559201-881-028 SMALL BUSINESS INCENTI	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-029 COMMUNITY POLICING INN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-030 ARTS IN PUBLIC PLACES	50,000.00	0.00	0.00	0.00	0.00 (	50,000.00)	0.00
559201-881-031 DOWNTOWN LOFT PROGRAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-032 EASTEND COMMUNITY VISI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-033 PROPERTY ACQUISITION	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-034 EAST BARTOW SPECIAL ST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-035 REHAB	0.00	30.77	0.00	30.77	0.00	30.77	0.00
559201-881-036 WI-FI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-037 NEW DIRECTIONS/Comm As	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-038 CHRISTMAS LIGHTS - CIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-039 CDBG CROSSWALKS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-040 FRONTPAGE BREWERY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-041 THUNDER DEALERSHIP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-042 CHURCH STREET APARTMEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-043 COMMERCIAL ENHANCEMENT	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-044 FACADE GRANT	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-045 OWNER OCCUPIED REHAB	350,000.00	20,000.00	0.00	20,000.00	0.00 (	330,000.00)	5.71
559201-881-046 LAND LORD ASSISTANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-047 INCENTIVE/CAPITAL IMPR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-048 CRA PAST INCENTIVES AN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-049 FUTURE INITIATIVES/PRO	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-050 BANNER POLE PROJECT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-051 QUALITY LIFE & COMMUNI	10,000.00	3,190.09	0.00	3,190.09	0.00 (	6,809.91)	31.90
559201-881-052 CRA CONSTRUCTION PROJE	2,600,000.00	0.00	0.00	0.00	0.00 (	2,600,000.00)	0.00
559201-881-053 ANCHOR TENANT INCENTIV	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-054 DOWNPAYMENT ASSISTANCE	<u>60,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00 (</u>	<u>60,000.00)</u>	<u>0.00</u>
TOTAL GRANTS & AID	3,441,000.00	23,220.86	0.00	23,220.86	0.00 (	3,417,779.14)	0.67
INTERFUND							
559201-991-001 TRSFR TO GEN FUND- DEB	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-002 TRSFR TO TRANSP WILSON	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-003 TRSFR TO TRANSP CITY G	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-004 TRSFR TO TRANSP-98 & O	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-005 TRSFR TO WASTEWATER	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-006 TRSFR TO GF-CONCEPTL B	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-007 TRSFR TO GF - CITY HAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-008 TRSFR TO GF - POLK ST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-009 TRSFR TO ELECTRIC FUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-124 ALLOCATED WORKERS' COM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-181 ALLOCATE ADM SVC TO MA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-506 ALLOCATED SALARIES & W	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-601 ALLOCATED IT SYSTEMS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERFUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL CRA	4,646,938.00	49,395.50	0.00	49,395.50	0.00 (	4,597,542.50)	1.06
	=====	=====	=====	=====	=====	=====	=====

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: OCTOBER 31ST, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
** TOTAL ECONOMIC ENVIRONMENT	4,646,938.00	49,395.50	0.00	49,395.50	0.00 (4,597,542.50)		1.06
*** TOTAL EXPENDITURES ***	4,646,938.00	49,395.50	0.00	49,395.50	0.00 (4,597,542.50)		1.06
	=====	=====	=====	=====	=====	=====	=====
*** PROOF TOTALS ***							
TOTAL REVENUES	2,730,108.00	4,880.27	0.00	4,880.27	0.00	2,725,227.73	0.18
TOTAL EXPENSES	4,646,938.00	49,395.50	0.00	49,395.50	0.00 (4,597,542.50)		1.06
*** END OF REPORT ***							

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA
FINANCIAL SUMMARY

REVENUE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>TAXES</u>							
AD VALOREM TAXES	<u>2,730,108.00</u>	<u>0.00</u>	<u>227,509.00</u>	<u>0.00</u>	<u>455,018.00</u>	<u>2,730,108.00</u>	<u>0.00</u>
TOTAL TAXES	2,730,108.00	0.00	227,509.00	0.00	455,018.00	2,730,108.00	0.00
<u>INTERGOVERNMENTAL REV.</u>							
FEDERAL GRANTS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERGOVERNMENTAL REV.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CHARGES FOR SERVICES</u>							
GEN. GOV. (NOT COURT REL)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>MISCELLANEOUS REVENUE</u>							
INTEREST	0.00	3,968.42	0.00	8,848.69	0.00 (	8,848.69)	0.00
PROPERTY RENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DISP. OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRIBUTION & DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OTHER MISC. REVENUE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL MISCELLANEOUS REVENUE	0.00	3,968.42	0.00	8,848.69	0.00 (	8,848.69)	0.00
<u>OTHER SOURCES</u>							
INSTALLMENT PURCH./LEASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NONOPERATING SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
*** TOTAL REVENUES ***	2,730,108.00	3,968.42	227,509.00	8,848.69	455,018.00	2,721,259.31	0.00
	=====	=====	=====	=====	=====	=====	=====

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA
FINANCIAL SUMMARY

EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BALANCE BUDGET	% OF
<u>ECONOMIC ENVIRONMENT</u>							
CRA	<u>4,646,938.00</u>	<u>10,268.83</u>	<u>0.00</u>	<u>59,664.33</u>	<u>59,664.33</u>	(4,587,273.67)	<u>1.28</u>
TOTAL ECONOMIC ENVIRONMENT	<u>4,646,938.00</u>	<u>10,268.83</u>	<u>0.00</u>	<u>59,664.33</u>	<u>0.00</u>	(4,587,273.67)	<u>1.28</u>
*** TOTAL EXPENDITURES ***	4,646,938.00	10,268.83	0.00	59,664.33	0.00	(4,587,273.67)	1.28
	=====	=====	=====	=====	=====	=====	=====
*** REVENUE OVER (UNDER) EXPENDITURES *	(1,916,830.00)	(6,300.41)		(50,815.64)		(1,866,014.36)	
	=====	=====		=====		=====	

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA
FINANCIAL SUMMARY

	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
REVENUES							
<u>TAXES</u>							
<u>AD VALOREM TAXES</u>							
311020-000-000 CITY TAX INCREMENT	1,304,123.00	0.00	108,676.92	0.00	217,353.80	1,304,123.00	0.00
311040-000-000 COUNTY TAX INCREMENT	<u>1,425,985.00</u>	<u>0.00</u>	<u>118,832.08</u>	<u>0.00</u>	<u>237,664.20</u>	<u>1,425,985.00</u>	<u>0.00</u>
TOTAL AD VALOREM TAXES	<u>2,730,108.00</u>	<u>0.00</u>	<u>227,509.00</u>	<u>0.00</u>	<u>455,018.00</u>	<u>2,730,108.00</u>	<u>0.00</u>
TOTAL TAXES	2,730,108.00	0.00	227,509.00	0.00	455,018.00	2,730,108.00	0.00
<u>INTERGOVERNMENTAL REV.</u>							
<u>FEDERAL GRANTS</u>							
331491-000-000 FED APPROPRTN GRANT-PK	0.00	0.00	0.00	0.00	0.00	0.00	0.00
331900-000-000 DEO GRANT	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL FEDERAL GRANTS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERGOVERNMENTAL REV.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CHARGES FOR SERVICES</u>							
<u>GEN. GOV. (NOT COURT REL)</u>							
341301-000-000 FUNDING REQUEST FEE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL GEN. GOV. (NOT COURT REL)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>MISCELLANEOUS REVENUE</u>							
<u>INTEREST</u>							
361100-003-000 INTEREST INC. - SUNTR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361109-000-000 INTEREST INC-BK of CE	0.00	3,968.42	0.00	8,848.69	0.00	(8,848.69)	0.00
361110-000-000 INTEREST INCOME - ESP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361111-000-000 INTEREST INCOME - ARM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361990-000-000 NOTES RECVBL DISCT AM	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTEREST	0.00	3,968.42	0.00	8,848.69	0.00	(8,848.69)	0.00
<u>PROPERTY RENTAL</u>							
362000-001-000 RENTAL OF PROPERTY	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PROPERTY RENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>DISP. OF FIXED ASSETS</u>							
364000-001-000 SALE OF LAND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
364000-002-000 GAIN/LOSS ON SALE OF	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DISP. OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA
FINANCIAL SUMMARY

REVENUES	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>CONTRIBUTION & DONATIONS</u>							
366001-000-000 DONATIONS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CONTRIBUTION & DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>OTHER MISC. REVENUE</u>							
369100-000-000 MISCELLANEOUS REVENUE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER MISC. REVENUE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL MISCELLANEOUS REVENUE	0.00	3,968.42	0.00	8,848.69	0.00	(8,848.69)	0.00
<u>OTHER SOURCES</u>							
<u>INSTALLMENT PURCH./LEASE</u>							
383000-000-000 LOAN PROCEEDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INSTALLMENT PURCH./LEASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>DEBT PROCEEDS</u>							
384000-000-000 DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
384000-002-000 LEASE PROCEEDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>NONOPERATING SOURCES</u>							
389930-000-000 LOAN REPAYMENT (ADJ A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL NONOPERATING SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER SOURCES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUE	2,730,108.00	3,968.42	227,509.00	8,848.69	455,018.00	2,721,259.31	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA

ECONOMIC ENVIRONMENT

CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
<u>PERSONNEL</u>							
559201-112-101 REGULAR SALARIES & WAG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-114-101 OVERTIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-116-000 COMPENSATED ABSENCES A	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-121-101 FICA TAXES - GENERAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-122-101 RETMT CONTS-GENERAL DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-123-103 OPEB HEALTH INS ACCRUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>OPERATING</u>							
559201-331-100 PROF SVCS - LEGAL	35,000.00	0.00	0.00	4,027.18	0.00 (	30,972.82)	11.51
559201-331-300 CONSULTING SERVICES	340,000.00	0.00	0.00	0.00	0.00 (	340,000.00)	0.00
559201-332-100 ACCOUNTING & AUDITING	7,000.00	0.00	0.00	1,200.00	0.00 (	5,800.00)	17.14
559201-334-008 DEMOLITION/CODE ENFORC	60,000.00	0.00	0.00	0.00	0.00 (	60,000.00)	0.00
559201-334-900 CONTRACT SERVICES	377,028.00	0.00	0.00	0.00	0.00 (	377,028.00)	0.00
559201-334-905 COMMUNITY POLICING	113,892.00	0.00	0.00	0.00	0.00 (	113,892.00)	0.00
559201-340-100 TRAVEL, TRNG & SEM - S	20,000.00	3,916.86	0.00	4,448.06	0.00 (	15,551.94)	22.24
559201-340-101 TRAVEL, TRNG & SEM - B	15,000.00	3,449.36	0.00	5,487.74	0.00 (	9,512.26)	36.58
559201-341-003 CELLULAR PHONES	0.00	59.89	0.00	59.89	0.00	59.89	0.00
559201-341-004 TELEPHONE	2,695.00	97.80	0.00	220.48	0.00 (	2,474.52)	8.18
559201-341-007 INTERNET ACCESS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-341-012 POSTAGE	500.00	0.00	0.00	18.56	0.00 (	481.44)	3.71
559201-343-000 UTILITIES	1,019.00	63.26	0.00	133.22	0.00 (	885.78)	13.07
559201-344-004 OFFICE LEASE	70,000.00	0.00	0.00	16,500.00	0.00 (	53,500.00)	23.57
559201-345-010 INSURANCE-PROPERTY&CAS	5,100.00	0.00	0.00	1,251.12	0.00 (	3,848.88)	24.53
559201-345-011 INSURANCE - ERRORS & O	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-346-001 MAINT - BUILDING	0.00	0.00	0.00 (	92.40)	0.00 (	92.40)	0.00
559201-346-002 MAINT - OFFICE FURN &	6,000.00	0.00	0.00	0.00	0.00 (	6,000.00)	0.00
559201-346-050 MAINT - MACH & EQUIP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-346-055 MAIN STREET CUSTODIAL	80,000.00	0.00	0.00	0.00	0.00 (	80,000.00)	0.00
559201-347-010 PRINTING & BINDING	2,000.00	0.00	0.00	0.00	0.00 (	2,000.00)	0.00
559201-348-002 ADVERTISING	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-348-005 MAGIC ON MAIN EXPENDIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-348-006 CRA DOWNTOWN & COMM MK	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-001 MISC EXPENSE	30,000.00	1,217.18	0.00	1,707.74	0.00 (	28,292.26)	5.69
559201-349-005 BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-013 PERMITTING FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-020 LAND DISPOSITION EXPEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-100 BANK CHARGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-801 ALLOCATED CITY COMMISS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-803 ALLOCATED CITY CLERK	20,345.00	0.00	0.00	0.00	0.00 (	20,345.00)	0.00
559201-349-805 ALLOCATED HUMAN RESOUR	3,765.00	0.00	0.00	0.00	0.00 (	3,765.00)	0.00
559201-349-806 ALLOCATED PURCHASING	594.00	0.00	0.00	0.00	0.00 (	594.00)	0.00
559201-349-900 OTHER CURRENT CHARGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-351-001 OFFICE SUPPLIES	10,000.00	42.87	0.00	60.27	0.00 (	9,939.73)	0.60
559201-352-008 CLEANING & SANIT SUPPL	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA

ECONOMIC ENVIRONMENT

CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
559201-352-900 OPERATING SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-354-001 DUES & SUBSCRIPTIONS	<u>4,000.00</u>	<u>175.00</u>	<u>0.00</u>	<u>175.00</u>	<u>0.00</u> (<u>3,825.00</u>)		<u>4.38</u>
TOTAL OPERATING	1,204,938.00	9,022.22	0.00	35,196.86	0.00 (1,169,741.14)		2.92
<u>CAPITAL</u>							
559201-661-001 LAND PURCHASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-002 C/O MAIN STREET RECONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-003 WILSON & PARK AVE STUD	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-005 POLK STREET UNDERPASS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-006 BAKER AVE. LANDSCAPING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-008 E. CHURCH STREET CALMI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-009 CITY GATEWAYS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-012 ANTIQUE LIGHTS-CHURCH	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-019 FLOOD MITIGATION AND D	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-020 SIDEWALK ENHANCEMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-021 SMART CITY PROGRAM	1,000.00	0.00	0.00	0.00	0.00 (1,000.00)		0.00
559201-664-001 C/O MACH & EQUIP	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CAPITAL	1,000.00	0.00	0.00	0.00	0.00 (1,000.00)		0.00
<u>DEBT SERVICE</u>							
559201-771-024 17-18 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-771-025 25-26 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-772-024 17-18 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-772-025 25-26 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-799-999 LEASE DEBT SERVICE REC	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>GRANTS & AID</u>							
559201-881-005 JUNTEENTH FESTIVAL GRA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-006 BROWN HSE / NIC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-007 WEST BARTOW HSG DEV GR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-008 AFFORDABLE HOUSING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-009 COMMUNITY SIGNAGE GRAN	8,000.00	16.99	0.00	16.99	0.00 (7,983.01)		0.21
559201-881-010 L B BROWN H FESTIVAL G	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-011 CIGAR FACTORY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-012 DOWNTOWN & COMM ECO DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-013 BARTOW MARKETING PARTN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-014 Reconstruction Incenti	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-015 WEST BARTOW FRONT PORC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-016 MAIN STREET BARTOW INC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-017 EPAC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-018 CONDEMNED HOUSE DEMOLI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-019 DOWNTOWN FACADE GRANTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-020 CODE ENFORC/DEMOLITION	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-021 PARKING GARAGE FED ALL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-022 TIF REBATE GRANT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-023 MANOR AT W BARTOW-ECO	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-024 MAIN STREET INCUBATOR	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
559201-881-025 HISTORIC COURTHOUSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-026 ENERGY IMPRVMT PILOT P	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-027 PERMIT AND IMPACT FEE	60,000.00	0.00	0.00	0.00	0.00 (	60,000.00)	0.00
559201-881-028 SMALL BUSINESS INCENTII	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-029 COMMUNITY POLICING INN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-030 ARTS IN PUBLIC PLACES	50,000.00	0.00	0.00	0.00	0.00 (	50,000.00)	0.00
559201-881-031 DOWNTOWN LOFT PROGRAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-032 EASTEND COMMUNITY VISI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-033 PROPERTY ACQUISITION	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-034 EAST BARTOW SPECIAL ST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-035 REHAB	0.00	0.00	0.00	30.77	0.00	30.77	0.00
559201-881-036 WI-FI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-037 NEW DIRECTIONS/Comm As	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-038 CHRISTMAS LIGHTS - CIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-039 CDBG CROSSWALKS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-040 FRONTPAGE BREWERY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-041 THUNDER DEALERSHIP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-042 CHURCH STREET APARTMEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-043 COMMERCIAL ENHANCEMENT	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-044 FACADE GRANT	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-045 OWNER OCCUPIED REHAB	350,000.00	0.00	0.00	20,000.00	0.00 (	330,000.00)	5.71
559201-881-046 LAND LORD ASSISTANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-047 INCENTIVE/CAPITAL IMPR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-048 CRA PAST INCENTIVES AN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-049 FUTURE INITIATIVES/PRO	100,000.00	1,187.50	0.00	1,187.50	0.00 (	98,812.50)	1.19
559201-881-050 BANNER POLE PROJECT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-051 QUALITY LIFE & COMMUNI	10,000.00	42.12	0.00	3,232.21	0.00 (	6,767.79)	32.32
559201-881-052 CRA CONSTRUCTION PROJE	2,600,000.00	0.00	0.00	0.00	0.00 (	2,600,000.00)	0.00
559201-881-053 ANCHOR TENANT INCENTIV	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-054 DOWNPAYMENT ASSISTANCE	<u>60,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00 (</u>	<u>60,000.00)</u>	<u>0.00</u>
TOTAL GRANTS & AID	3,441,000.00	1,246.61	0.00	24,467.47	0.00 (	3,416,532.53)	0.71
INTERFUND							
559201-991-001 TRSFR TO GEN FUND- DEB	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-002 TRSFR TO TRANSP WILSON	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-003 TRSFR TO TRANSP CITY G	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-004 TRSFR TO TRANSP-98 & O	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-005 TRSFR TO WASTEWATER	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-006 TRSFR TO GF-CONCEPTL B	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-007 TRSFR TO GF - CITY HAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-008 TRSFR TO GF - POLK ST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-009 TRSFR TO ELECTRIC FUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-124 ALLOCATED WORKERS' COM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-181 ALLOCATE ADM SVC TO MA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-506 ALLOCATED SALARIES & W	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-601 ALLOCATED IT SYSTEMS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERFUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL CRA	4,646,938.00	10,268.83	0.00	59,664.33	0.00 (	4,587,273.67)	1.28
	=====	=====	=====	=====	=====	=====	=====

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: NOVEMBER 30TH, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
** TOTAL ECONOMIC ENVIRONMENT	4,646,938.00	10,268.83	0.00	59,664.33	0.00 (4,587,273.67)		1.28
*** TOTAL EXPENDITURES ***	4,646,938.00	10,268.83	0.00	59,664.33	0.00 (4,587,273.67)		1.28
	=====	=====	=====	=====	=====	=====	=====
*** PROOF TOTALS ***							
TOTAL REVENUES	2,730,108.00	3,968.42	0.00	8,848.69	0.00	2,721,259.31	0.32
TOTAL EXPENSES	4,646,938.00	10,268.83	0.00	59,664.33	0.00 (4,587,273.67)		1.28
*** END OF REPORT ***							

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA
FINANCIAL SUMMARY

REVENUE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>TAXES</u>							
AD VALOREM TAXES	<u>2,730,108.00</u>	<u>1,861,269.06</u>	<u>227,509.00</u>	<u>1,861,269.06</u>	<u>682,527.00</u>	<u>868,838.94</u>	<u>68.18</u>
TOTAL TAXES	2,730,108.00	1,861,269.06	227,509.00	1,861,269.06	682,527.00	868,838.94	0.00
<u>INTERGOVERNMENTAL REV.</u>							
FEDERAL GRANTS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERGOVERNMENTAL REV.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CHARGES FOR SERVICES</u>							
GEN. GOV. (NOT COURT REL)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>MISCELLANEOUS REVENUE</u>							
INTEREST	0.00	4,251.12	0.00	13,099.81	0.00 (	13,099.81)	0.00
PROPERTY RENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DISP. OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTRIBUTION & DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OTHER MISC. REVENUE	<u>0.00</u>	<u>6,000.00</u>	<u>0.00</u>	<u>6,000.00</u>	<u>0.00</u> (	<u>6,000.00</u>)	<u>0.00</u>
TOTAL MISCELLANEOUS REVENUE	0.00	10,251.12	0.00	19,099.81	0.00 (	19,099.81)	0.00
<u>OTHER SOURCES</u>							
INSTALLMENT PURCH./LEASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NONOPERATING SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
*** TOTAL REVENUES ***	2,730,108.00	1,871,520.18	227,509.00	1,880,368.87	682,527.00	849,739.13	0.00
	=====	=====	=====	=====	=====	=====	=====

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA
FINANCIAL SUMMARY

EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BALANCE BUDGET	% OF
<u>ECONOMIC ENVIRONMENT</u>							
CRA	<u>4,646,938.00</u>	<u>24,570.02</u>	<u>0.00</u>	<u>84,234.35</u>	<u>84,234.35</u>	(<u>4,562,703.65</u>)	<u>1.81</u>
TOTAL ECONOMIC ENVIRONMENT	<u>4,646,938.00</u>	<u>24,570.02</u>	<u>0.00</u>	<u>84,234.35</u>	<u>0.00</u>	(<u>4,562,703.65</u>)	<u>1.81</u>
*** TOTAL EXPENDITURES ***	4,646,938.00	24,570.02	0.00	84,234.35	0.00	(4,562,703.65)	1.81
	=====	=====	=====	=====	=====	=====	=====
*** REVENUE OVER (UNDER) EXPENDITURES *	(1,916,830.00)	1,846,950.16		1,796,134.52		(3,712,964.52)	
	=====	=====		=====		=====	

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA
FINANCIAL SUMMARY

REVENUES	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>TAXES</u>							
<u>AD VALOREM TAXES</u>							
311020-000-000 CITY TAX INCREMENT	1,304,123.00	364,894.00	108,676.92	364,894.00	326,030.72	939,229.00	27.98
311040-000-000 COUNTY TAX INCREMENT	<u>1,425,985.00</u>	<u>1,496,375.06</u>	<u>118,832.08</u>	<u>1,496,375.06</u>	<u>356,496.28</u>	(<u>70,390.06</u>)	<u>104.94</u>
TOTAL AD VALOREM TAXES	<u>2,730,108.00</u>	<u>1,861,269.06</u>	<u>227,509.00</u>	<u>1,861,269.06</u>	<u>682,527.00</u>	<u>868,838.94</u>	<u>0.00</u>
TOTAL TAXES	2,730,108.00	1,861,269.06	227,509.00	1,861,269.06	682,527.00	868,838.94	0.00
<u>INTERGOVERNMENTAL REV.</u>							
<u>FEDERAL GRANTS</u>							
331491-000-000 FED APPROPRTN GRANT-PK	0.00	0.00	0.00	0.00	0.00	0.00	0.00
331900-000-000 DEO GRANT	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL FEDERAL GRANTS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERGOVERNMENTAL REV.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CHARGES FOR SERVICES</u>							
<u>GEN. GOV. (NOT COURT REL)</u>							
341301-000-000 FUNDING REQUEST FEE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL GEN. GOV. (NOT COURT REL)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CHARGES FOR SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>MISCELLANEOUS REVENUE</u>							
<u>INTEREST</u>							
361100-003-000 INTEREST INC. - SUNTR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361109-000-000 INTEREST INC-BK of CE	0.00	4,251.12	0.00	13,099.81	0.00	(13,099.81)	0.00
361110-000-000 INTEREST INCOME - ESP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361111-000-000 INTEREST INCOME - ARM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
361990-000-000 NOTES RECVBL DISCT AM	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTEREST	0.00	4,251.12	0.00	13,099.81	0.00	(13,099.81)	0.00
<u>PROPERTY RENTAL</u>							
362000-001-000 RENTAL OF PROPERTY	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL PROPERTY RENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>DISP. OF FIXED ASSETS</u>							
364000-001-000 SALE OF LAND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
364000-002-000 GAIN/LOSS ON SALE OF	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DISP. OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA

FINANCIAL SUMMARY

REVENUES	CURRENT BUDGET	CURRENT PERIOD	PERIOD BUDGET	Y-T-D ACTUAL	Y-T-D BUDGET	BUDGET BALANCE	BUDGET
<u>CONTRIBUTION & DONATIONS</u>							
366001-000-000 DONATIONS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CONTRIBUTION & DONATIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>OTHER MISC. REVENUE</u>							
369100-000-000 MISCELLANEOUS REVENUE	<u>0.00</u>	<u>6,000.00</u>	<u>0.00</u>	<u>6,000.00</u>	<u>0.00</u>	(<u>6,000.00</u>)	<u>0.00</u>
TOTAL OTHER MISC. REVENUE	<u>0.00</u>	<u>6,000.00</u>	<u>0.00</u>	<u>6,000.00</u>	<u>0.00</u>	(<u>6,000.00</u>)	<u>0.00</u>
TOTAL MISCELLANEOUS REVENUE	0.00	10,251.12	0.00	19,099.81	0.00	(19,099.81)	0.00
<u>OTHER SOURCES</u>							
<u>INSTALLMENT PURCH./LEASE</u>							
383000-000-000 LOAN PROCEEDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INSTALLMENT PURCH./LEASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>DEBT PROCEEDS</u>							
384000-000-000 DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
384000-002-000 LEASE PROCEEDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DEBT PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>NONOPERATING SOURCES</u>							
389930-000-000 LOAN REPAYMENT (ADJ A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL NONOPERATING SOURCES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL OTHER SOURCES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL REVENUE	2,730,108.00	1,871,520.18	227,509.00	1,880,368.87	682,527.00	849,739.13	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA

ECONOMIC ENVIRONMENT

CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
<u>PERSONNEL</u>							
559201-112-101 REGULAR SALARIES & WAG	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-114-101 OVERTIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-116-000 COMPENSATED ABSENCES A	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-121-101 FICA TAXES - GENERAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-122-101 RETMT CONTS-GENERAL DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-123-103 OPEB HEALTH INS ACCRUE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL PERSONNEL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>OPERATING</u>							
559201-331-100 PROF SVCS - LEGAL	35,000.00	0.00	0.00	4,027.18	0.00 (	30,972.82)	11.51
559201-331-300 CONSULTING SERVICES	340,000.00	0.00	0.00	0.00	0.00 (	340,000.00)	0.00
559201-332-100 ACCOUNTING & AUDITING	7,000.00	0.00	0.00	1,200.00	0.00 (	5,800.00)	17.14
559201-334-008 DEMOLITION/CODE ENFORC	60,000.00	0.00	0.00	0.00	0.00 (	60,000.00)	0.00
559201-334-900 CONTRACT SERVICES	377,028.00	0.00	0.00	0.00	0.00 (	377,028.00)	0.00
559201-334-905 COMMUNITY POLICING	113,892.00	0.00	0.00	0.00	0.00 (	113,892.00)	0.00
559201-340-100 TRAVEL, TRNG & SEM - S	20,000.00 (	108.28)	0.00	4,339.78	0.00 (	15,660.22)	21.70
559201-340-101 TRAVEL, TRNG & SEM - B	15,000.00	0.00	0.00	5,487.74	0.00 (	9,512.26)	36.58
559201-341-003 CELLULAR PHONES	0.00	59.89	0.00	119.78	0.00	119.78	0.00
559201-341-004 TELEPHONE	2,695.00	94.85	0.00	315.33	0.00 (	2,379.67)	11.70
559201-341-007 INTERNET ACCESS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-341-012 POSTAGE	500.00	4.44	0.00	23.00	0.00 (	477.00)	4.60
559201-343-000 UTILITIES	1,019.00	70.12	0.00	203.34	0.00 (	815.66)	19.95
559201-344-004 OFFICE LEASE	70,000.00	0.00	0.00	16,500.00	0.00 (	53,500.00)	23.57
559201-345-010 INSURANCE-PROPERTY&CAS	5,100.00	1,251.12	0.00	2,502.24	0.00 (	2,597.76)	49.06
559201-345-011 INSURANCE - ERRORS & O	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-346-001 MAINT - BUILDING	0.00	0.00	0.00 (	92.40)	0.00 (	92.40)	0.00
559201-346-002 MAINT - OFFICE FURN &	6,000.00	0.00	0.00	0.00	0.00 (	6,000.00)	0.00
559201-346-050 MAINT - MACH & EQUIP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-346-055 MAIN STREET CUSTODIAL	80,000.00	0.00	0.00	0.00	0.00 (	80,000.00)	0.00
559201-347-010 PRINTING & BINDING	2,000.00	207.50	0.00	207.50	0.00 (	1,792.50)	10.38
559201-348-002 ADVERTISING	1,000.00	342.50	0.00	342.50	0.00 (	657.50)	34.25
559201-348-005 MAGIC ON MAIN EXPENDIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-348-006 CRA DOWNTOWN & COMM MK	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-001 MISC EXPENSE	30,000.00	47.88	0.00	1,755.62	0.00 (	28,244.38)	5.85
559201-349-005 BAD DEBT EXPENSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-013 PERMITTING FEES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-020 LAND DISPOSITION EXPEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-100 BANK CHARGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-801 ALLOCATED CITY COMMISS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-349-803 ALLOCATED CITY CLERK	20,345.00	0.00	0.00	0.00	0.00 (	20,345.00)	0.00
559201-349-805 ALLOCATED HUMAN RESOUR	3,765.00	0.00	0.00	0.00	0.00 (	3,765.00)	0.00
559201-349-806 ALLOCATED PURCHASING	594.00	0.00	0.00	0.00	0.00 (	594.00)	0.00
559201-349-900 OTHER CURRENT CHARGES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-351-001 OFFICE SUPPLIES	10,000.00	0.00	0.00	60.27	0.00 (	9,939.73)	0.60
559201-352-008 CLEANING & SANIT SUPPL	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
559201-352-900 OPERATING SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-354-001 DUES & SUBSCRIPTIONS	<u>4,000.00</u>	<u>100.00</u>	<u>0.00</u>	<u>275.00</u>	<u>0.00</u> (<u>3,725.00</u>)		<u>6.88</u>
TOTAL OPERATING	1,204,938.00	2,070.02	0.00	37,266.88	0.00 (1,167,671.12)		3.09

CAPITAL

559201-661-001 LAND PURCHASE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-002 C/O MAIN STREET RECONS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-003 WILSON & PARK AVE STUD	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-005 POLK STREET UNDERPASS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-006 BAKER AVE. LANDSCAPING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-008 E. CHURCH STREET CALMI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-009 CITY GATEWAYS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-012 ANTIQUE LIGHTS-CHURCH	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-019 FLOOD MITIGATION AND D	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-020 SIDEWALK ENHANCEMENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-663-021 SMART CITY PROGRAM	1,000.00	0.00	0.00	0.00	0.00 (1,000.00)		0.00
559201-664-001 C/O MACH & EQUIP	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL CAPITAL	1,000.00	0.00	0.00	0.00	0.00 (1,000.00)		0.00

DEBT SERVICE

559201-771-024 17-18 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-771-025 25-26 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-772-024 17-18 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-772-025 25-26 CRA MORTGAGE NOT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-799-999 LEASE DEBT SERVICE REC	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL DEBT SERVICE	0.00	0.00	0.00	0.00	0.00	0.00	0.00

GRANTS & AID

559201-881-005 JUNTEENTH FESTIVAL GRA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-006 BROWN HSE / NIC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-007 WEST BARTOW HSG DEV GR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-008 AFFORDABLE HOUSING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-009 COMMUNITY SIGNAGE GRAN	8,000.00	0.00	0.00	16.99	0.00 (7,983.01)		0.21
559201-881-010 L B BROWN H FESTIVAL G	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-011 CIGAR FACTORY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-012 DOWNTOWN & COMM ECO DE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-013 BARTOW MARKETING PARTN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-014 Reconstruction Incenti	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-015 WEST BARTOW FRONT PORC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-016 MAIN STREET BARTOW INC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-017 EPAC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-018 CONDEMNED HOUSE DEMOLI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-019 DOWNTOWN FACADE GRANTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-020 CODE ENFORC/DEMOLITION	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-021 PARKING GARAGE FED ALL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-022 TIF REBATE GRANT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-023 MANOR AT W BARTOW-ECO	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-024 MAIN STREET INCUBATOR	0.00	0.00	0.00	0.00	0.00	0.00	0.00

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
559201-881-025 HISTORIC COURTHOUSE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-026 ENERGY IMPRVMT PILOT P	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-027 PERMIT AND IMPACT FEE	60,000.00	0.00	0.00	0.00	0.00 (	60,000.00)	0.00
559201-881-028 SMALL BUSINESS INCENTI	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-029 COMMUNITY POLICING INN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-030 ARTS IN PUBLIC PLACES	50,000.00	0.00	0.00	0.00	0.00 (	50,000.00)	0.00
559201-881-031 DOWNTOWN LOFT PROGRAM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-032 EASTEND COMMUNITY VISI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-033 PROPERTY ACQUISITION	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-034 EAST BARTOW SPECIAL ST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-035 REHAB	0.00	0.00	0.00	30.77	0.00	30.77	0.00
559201-881-036 WI-FI	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-037 NEW DIRECTIONS/Comm As	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-038 CHRISTMAS LIGHTS - CIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-039 CDBG CROSSWALKS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-040 FRONTPAGE BREWERY	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-041 THUNDER DEALERSHIP	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-042 CHURCH STREET APARTMEN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-043 COMMERCIAL ENHANCEMENT	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-044 FACADE GRANT	100,000.00	0.00	0.00	0.00	0.00 (	100,000.00)	0.00
559201-881-045 OWNER OCCUPIED REHAB	350,000.00	22,500.00	0.00	42,500.00	0.00 (	307,500.00)	12.14
559201-881-046 LAND LORD ASSISTANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-047 INCENTIVE/CAPITAL IMPR	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-048 CRA PAST INCENTIVES AN	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-049 FUTURE INITIATIVES/PRO	100,000.00	0.00	0.00	1,187.50	0.00 (	98,812.50)	1.19
559201-881-050 BANNER POLE PROJECT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-881-051 QUALITY LIFE & COMMUNI	10,000.00	0.00	0.00	3,232.21	0.00 (	6,767.79)	32.32
559201-881-052 CRA CONSTRUCTION PROJE	2,600,000.00	0.00	0.00	0.00	0.00 (	2,600,000.00)	0.00
559201-881-053 ANCHOR TENANT INCENTIV	1,000.00	0.00	0.00	0.00	0.00 (	1,000.00)	0.00
559201-881-054 DOWNPAYMENT ASSISTANCE	<u>60,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00 (</u>	<u>60,000.00)</u>	<u>0.00</u>
TOTAL GRANTS & AID	3,441,000.00	22,500.00	0.00	46,967.47	0.00 (	3,394,032.53)	1.36
INTERFUND							
559201-991-001 TRSFR TO GEN FUND- DEB	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-002 TRSFR TO TRANSP WILSON	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-003 TRSFR TO TRANSP CITY G	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-004 TRSFR TO TRANSP-98 & O	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-005 TRSFR TO WASTEWATER	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-006 TRSFR TO GF-CONCEPTL B	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-007 TRSFR TO GF - CITY HAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-008 TRSFR TO GF - POLK ST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-991-009 TRSFR TO ELECTRIC FUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-124 ALLOCATED WORKERS' COM	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-181 ALLOCATE ADM SVC TO MA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-506 ALLOCATED SALARIES & W	0.00	0.00	0.00	0.00	0.00	0.00	0.00
559201-999-601 ALLOCATED IT SYSTEMS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL INTERFUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL CRA	4,646,938.00	24,570.02	0.00	84,234.35	0.00 (	4,562,703.65)	1.81
	=====	=====	=====	=====	=====	=====	=====

C I T Y O F B A R T O W
REVENUE AND EXPENSE REPORT - UNAUDITED
AS OF: DECEMBER 31ST, 2025

111-CRA
ECONOMIC ENVIRONMENT
CRA

EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR PO ADJUST.	Y-T-D ACTUAL	TOTAL ENCUMBRANCE	BUDGET BALANCE	BUDGET
** TOTAL ECONOMIC ENVIRONMENT	4,646,938.00	24,570.02	0.00	84,234.35	0.00 (4,562,703.65)		1.81
*** TOTAL EXPENDITURES ***	4,646,938.00	24,570.02	0.00	84,234.35	0.00 (4,562,703.65)		1.81
	=====	=====	=====	=====	=====	=====	=====
*** PROOF TOTALS ***							
TOTAL REVENUES	2,730,108.00	1,871,520.18	0.00	1,880,368.87	0.00	849,739.13	68.88
TOTAL EXPENSES	4,646,938.00	24,570.02	0.00	84,234.35	0.00 (4,562,703.65)		1.81
*** END OF REPORT ***							



CRA Executive Director Staff Report 2026 Redevelopment Plan

CRA Review Date: January 28, 2026

GENERAL INFORMATION

Request: Review and Take Action to approve the 2026 Redevelopment Plan for the City of Bartow's Community Redevelopment Agency, CRA.

STAFF ANALYSIS

The purpose of this agenda item is to review and take action to approve the Community Redevelopment Agency's (CRA) 2026 Redevelopment Plan, completed by the Central Florida Regional Planning Council (CFRPC). The 2026 Redevelopment Plan serves as an amendment to the 2021 Redevelopment Plan and provides updates for the CRA's planning analysis, redevelopment goals, and revised Tax Increment Financing (TIF) projections to support future redevelopment activities within the CRA's district area.

The plan also includes an overview of the Finding of Necessity (FON) prepared by CFRPC and an evaluation of Key Projects and Programming Focus Areas, and the proposed expansion sites for inclusion within the redevelopment area.

STATUTORY FRAMEWORK

The process for creating or amending a CRA, including boundary expansion, is governed by Chapter 163, Part III, Florida Statutes. Pursuant to Section 163.340(7), Florida Statutes, parcels proposed for inclusion within a CRA must meet the statutory definition of "Slum" or "Blight."

The Finding of Necessity evaluates existing conditions within the proposed expansion sites to determine compliance with statutory requirements and provides the legal and planning basis for potential CRA boundary modification.

PROPOSED CRA EXPANSION AREA

The following sites were evaluated by CFRPC for potential inclusion within the Bartow CRA:

- **Carver Recreation Center**
520 Herbert Dixon Blvd, Bartow, FL 33830
- **Tuscan Masonic Lodge**
320 S. Florida Avenue, Bartow, FL 33830

These two sites were selected due to their strategic location, redevelopment potential, and alignment with CRA revitalization goals.

FINDING OF NECESSITY (FON) SUMMARY

The Finding of Necessity prepared by CFRPC evaluates physical, economic, and social conditions at the proposed expansion sites to determine whether conditions satisfy the statutory criteria of slum and blight as defined in Section 163.340(7), Florida Statutes.

The analysis includes, but is not limited to:

- Age and condition of structures;
- Infrastructure and site conditions;
- Land use patterns and functional obsolescence;
- Indicators of economic distress and underutilization;
- Public safety and environmental considerations.

Based on the evaluation, CFRPC provides findings regarding whether the proposed expansion sites meet the statutory threshold to support CRA boundary expansion.

2026 CRA PLAN OVERVIEW

The 2026 plan update builds upon the existing framework established in the 2021 CRA Plan and incorporates updated data, community input, and financial projections. The 2026 updated plan is intended to guide future public investment, policy decisions, and redevelopment programming.

DEVELOPMENT OBJECTIVES AND GOALS

The 2026 updated plan identifies five development objectives and six priority goals designed to:

- Address conditions of Slum and Blight;
- Encourage reinvestment and economic development;
- Support housing, connectivity, and placemaking;
- Strengthen partnerships and leverage public and private resources;
- Improve quality of life within the CRA district.

These objectives and goals serve as a policy framework for the development of programs, projects, and partnerships to advance redevelopment outcomes.

TAX INCREMENT FINANCING

The 2026 Redevelopment Plan updates include updated Tax Increment Financing (TIF) projections based on current property values, anticipated growth trends, and potential CRA boundary expansion. The updated projections provide a financial planning tool to support implementation of redevelopment initiatives and long-term capital planning.

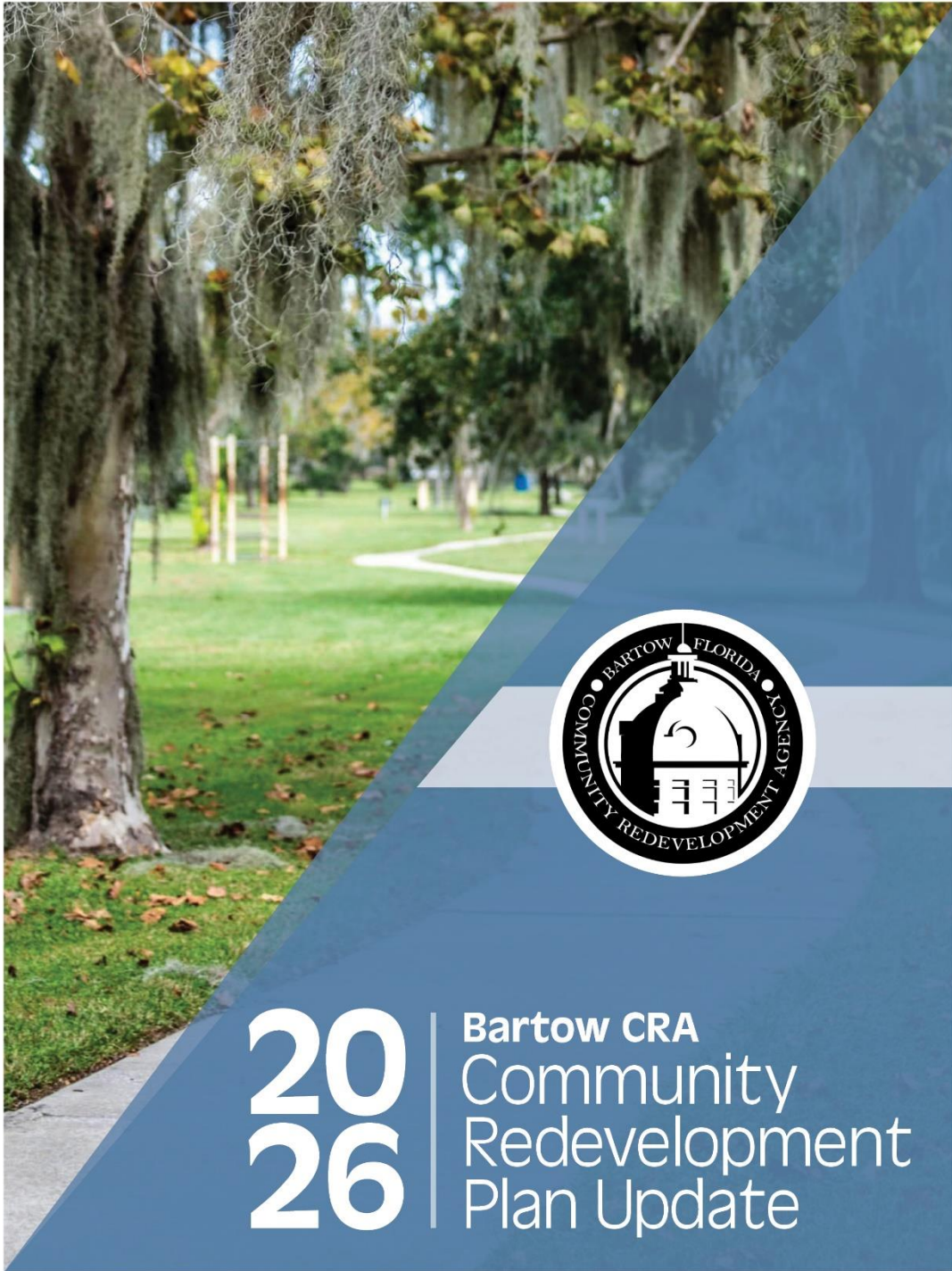
STAFF RECOMMENDATION

Staff recommend that the CRA Board approves the FON and the 2026 Redevelopment Plan, which includes the boundary expansion in accordance with Florida Statutes and the Finding of Necessity as prepared by the Central Florida Regional Planning Council.

Attachments

Exhibit A- Finding of Necessity

Exhibit B- 2026 Redevelopment Plan



Deliverable 4: Public Meeting; Final Draft Plan

January 2026

PREPARED BY



Central Florida Regional Planning Council
555 E Church Street, Bartow, FL 33830
863-534-7130 | www.cfrpc.org

Executive Summary

The area identified as the Bartow CRA District, shown as MAP 1-District Aerial Map, is approximately 1,242 acres, with 2,399 parcels to include expansion areas (the Carver Recreation Center and the Tuscan Masonic Lodge).

This document serves as an update to the 2021 Bartow Community Redevelopment Plan. This CRA Plan update (referred to interchangeably in this report as the “Updated Plan” or “2026 CRA Plan Update”) builds upon the goals established as part of the 2021 CRA Plan and provides for updated Tax Increment Financing (TIF) projections.

The goals and objectives identified were developed based on community input gained through outreach efforts and community planning documents. The goals and objectives are designed to guide future public investment and policy decisions, while serving as a framework for the development of initiatives. These initiatives may be utilized to bring together future resources, assets, and partner organizations to overcome challenges. The five development objectives and six priority goals include:

CRA Development Objectives

1. Develop CRA Corridors- East, West, and North for Redevelopment- Entertainment or Commercial Business District
 2. Increase Housing Stock in the CRA District, East and West, by Developing Workforce Housing Communities
 3. Redevelop Commercial Properties and Housing Areas in the CRA District East End
 4. Redevelop Commercial Properties and Housing Areas in the CRA District West End
 5. Downtown Bartow- Complete Streets- Urban design for downtown Bartow (planning, designing, building, operating, and maintaining streets that enable safe access for all)
-

Goal 1: ADMINISTRATIVE AND OPERATIONAL SUPPORT: SHAPE THE FUTURE OF THE COMMUNITY BY FOCUSING ON ECONOMIC DEVELOPMENT AND COMMUNITY REDEVELOPMENT

Goal 2: ENCOURAGE COMMERCE & DISSEMINATE SLUM CLEARANCE AND COMMUNITY REDEVELOPMENT INFORMATION

Goal 3: RETAIN CURRENT BUSINESSES AND ATTRACT NEW BUSINESSES IN THE CRA DISTRICT TO ENCOURAGE AND ADVANCE EMPLOYMENT OPPORTUNITIES

Goal 4: DEVELOP INITIATIVES, PROGRAMS, AND PROJECTS FOR REVITALIZATION IN THE DOWNTOWN AND THE EAST, WEST, NORTH CRA AREAS

Goal 5: PREVENTION AND MITIGATION OF DAMAGE CAUSED BY BOTH NATURAL AND MAN-MADE DISASTERS WITH A FOCUS ON PUBLIC HEALTH, SAFETY, ENVIRONMENTAL AND INFRASTRUCTURE PROTECTION

Goal 6: SEEK ADDITIONAL FUNDING SOURCES TO FURTHER DEVELOPMENT AND REDEVELOPMENT ACTIVITIES, AND IMPLEMENT OF PROGRAMS THAT ADVANCE THE GOALS IDENTIFIED IN THE CRA PLAN

The goals and objectives provide for opportunities to resolve blighting issues that still exist.



MAP 1-District Aerial Map

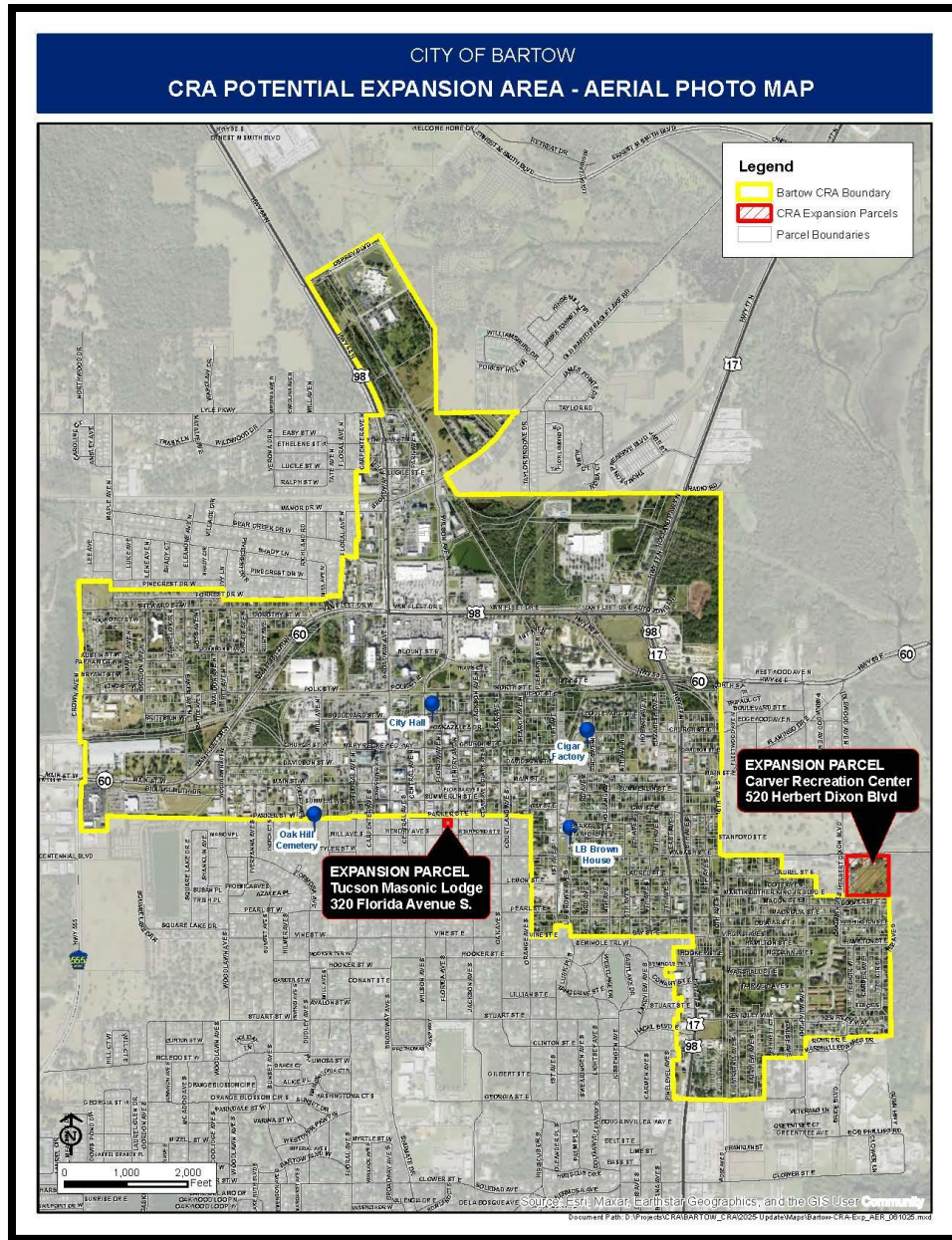


Table of Contents

What is a Community Redevelopment District?	7
What is a Community Redevelopment Agency?	7
What is a Community Redevelopment Plan?	7
Introduction.....	8
Community Context	8
CRA Background	8
Contributing Planning Documents	9
Economic Analysis Report	9
Methodology	9
Population & Key Indicators.....	9
Socio-Economic Analysis	9
Considerations	11
Tapestry Lifestyle Segmentation	11
Business & Employment Report	12
Considerations	13
Identification of Current Conditions.....	14
Existing Land Use Characteristics (ELU)	14
Future Land Use (FLU)	16
Zoning (ZON)	18
Considerations	20
Commercial and Residential Development Projects and Infrastructure, and Vacant Parcel Inventory	21
Considerations	24
Analysis of Market Potential: Development Opportunities for Commercial and Residential & Infrastructure Markets	24
Transportation	24
Natural Resources	24
Proposed Redevelopment Sites and Opportunities	24
Identified Catalyst Sites and Catalyst Site Opportunities	25
Mission.....	26
Updated Goals and Objectives	26
Recommended Improvement Programs.....	27
Programs.....	28
Greenfield Development Incentives.....	28
Infill Development Incentives	29
Brownfield Development Incentives	29
Property Improvement and Rehabilitation Incentives	30
Public Infrastructure Improvement, Development & Redevelopment	31
Historic Preservation	32
Intensified Maintenance	32
Dissemination of Community Redevelopment Information	32
Code Enforcement	33
Relocation Assistance.....	33
Community Policing	34
Neighborhood Reinvestment Program	34
Elderly and Disabled Assistance Program	34
Disaster Prevention and Recovery.....	35
Capital Improvement Plan (CIP)	35
Analysis of Future Growth & Tax Increment Finance (TIF) Projections	38
Funding for CRA Programs and Projects	38
Millage Rates	38
Assessed Values.....	39
Taxable Values	40



Tax Increment Revenue Projections	42
Anticipated Cost of Redevelopment Activity	43
Appendix A: Legal Description/Parcel ID	44
Appendix B: Survey Report	61
Appendix C: Bartow CRA Plan Online Website with Link to Online Survey	66
Advertised Public Meeting.....	68
Appendix D: Tapestry Segmentation	71
Appendix E: Civilian Labor Force	75
Appendix F: CRA Vacant Parcel Listing	78
Appendix G: Sunset Spending Estimate (Anticipated Cost of Redevelopment Activity)	106



What is a Community Redevelopment District?

Under Florida law (Chapter 163, Part III), local governments have the ability to designate areas as Community Redevelopment Districts when certain conditions exist. Since all the monies used in financing Community Redevelopment Agency activities are locally generated, Community Redevelopment Agencies are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. Examples of conditions that can support the creation of a Community Redevelopment District include but are not limited to: the presence of substandard or inadequate structures, a shortage of affordable housing, inadequate infrastructure, insufficient roadways, and inadequate parking. To document that the required conditions exist, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity. If the Finding of Necessity determines that the required conditions exist, the local government may create a Community Redevelopment District to provide the tools needed to foster and support redevelopment of the targeted area.

There are currently over 250 Community Redevelopment Districts in the State of Florida. The designation is used by Florida cities of all sizes, from Jacksonville and Tampa to Madison and Apalachicola. Many familiar locations, such as Church Street in Orlando, Ybor City in Tampa, and the beachfront in Ft. Lauderdale are successful examples of Community Redevelopment Districts.

What is a Community Redevelopment Agency?

The activities and programs offered within a Community Redevelopment District are administered by the Community Redevelopment Agency. A five to seven-member Community Redevelopment Agency “Board” created by the local government (city or county) directs the agency. The Board can be comprised of local government officials and or other individuals appointed by the local government. Although one local government may establish multiple Community Redevelopment Districts, there generally may be only one Community Redevelopment Agency Board. Each district must maintain separate trust funds and expend those funds only in that district.

What is a Community Redevelopment Plan?

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for the area. Examples of traditional projects include: streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks, and street tree plantings. The plan can also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning.

Introduction

Bartow was incorporated as a city in 1882 and serves as the county seat for Polk County, Florida. Polk County is one of the largest counties in Florida and one of the fastest growing counties in the country. The City of Bartow is responsible for providing utility service to 21,000 residents inside city limits and 7,500 residents outside of city limits. Bartow hosts numerous State, County and City facilities including the County Courthouse, Polk County Sheriff, Polk County Jail, Florida Department of Transportation, Florida Department of Health and City of Bartow water, wastewater, Police and Fire Services. Bartow operates its own electric utility, provides water and wastewater transmission and treatment services to the residents of Bartow, Eagle Lake, and Polk County.

Community Context

The Central Florida Regional Planning Council (CFRPC) is one of ten regional planning councils in the state of Florida and covers a five-county area consisting of DeSoto, Hardee, Highlands, Okeechobee, and Polk counties. The entire region is inland, with no coastal areas, and is both urban and rural in character. The area served by the CFRPC is also known as the Central Florida Economic Development District (EDD) VII and overlaps with one of the State of Florida's Rural Economic Development Initiative (REDI) regions. The REDI is established in Section 288.0656, Florida Statutes and is a coalition of state and local governmental agencies whose aim is to foster economic development in economically distressed rural areas. Through this program, REDI designated areas have an array of programs to assist with economic development activities. Four of the CFRPC's counties (DeSoto, Hardee, Highlands, and Okeechobee), in addition to two other non-coastal counties (Glades and Hendry), make up Florida's Heartland Economic Region of Opportunity (FHRO).

The city of Bartow is identified to be in economic distress and a rural municipality in a nonrural county. The Bartow Community Redevelopment Agency (Agency) is authorized by the Community Redevelopment Act of 1969, Part III, Chapter 163, Florida Statutes to undertake redevelopment within the community redevelopment area of the City of Bartow Florida.

CRA Background

- Bartow Community Redevelopment Agency Established: 1990
 - ❖ Ordinance 1547-A
- Bartow Community Redevelopment Agency Trust Fund Established: 1990
 - ❖ Ordinance 1548-A
- Bartow Community Redevelopment Plan Initial Adoption: 1990
 - ❖ Resolution 2895-R
- Community Redevelopment Plan was modified: 2000
 - ❖ Resolution 3238-R recommended in 2000 to extend the time certain to complete redevelopment activity to the end of municipal fiscal year 2030
- CRA expansions: 2005 & 2007
 - ❖ The boundary of the CRA was amended in 2005 by Resolution 05-3554-R (Finding of Necessity)
 - ❖ The boundary of the CRA was again amended in 2007 by Resolution 07-3630-R (Finding of Necessity)
- Community Redevelopment Plan was last modified: 2021
 - ❖ Resolution 2021-01-R recommended in 2021 enlargement of the time certain to complete redevelopment activity to the end of municipal year 2050
- Current CRA District size: 1,232.72 acres
- Tax Increment Finance (TIF) Ends: FY 2050
- CRA Sunset: September 2050

Contributing Planning Documents

The Plan update builds upon the City of Bartow Master Plan (2021), the Bartow Community Redevelopment Plan Update (2021), the CRA Feasibility Study (2025), and the Community Redevelopment Agency Work Plan (January 2024 – 2026).

Economic Analysis Report

Methodology

The following analysis examines the Bartow CRA Districts' current economic landscape through population, industry diversity and major employers, educational attainment, and cost of living. The CFRPC utilized ESRI Business Analyst (ESRI), an online mapping and analysis tool developed and maintained by ESRI to assess current economic conditions of the CRA District. ESRI provides the U.S. Census Bureau's 2000, 2010, and 2020 Census data for the United States and Puerto Rico. Census data is updated every 10 years and represents a complete count of the population. Census demographics are point estimates, representing April 1 of the census year.

Population & Key Indicators

The population trends of the state of Florida, Polk County, the City of Bartow, and the CRA District were reviewed and analyzed to identify trends that may impact current and future development activity. Census Data reports a population of 15,791 in the year 2000 and 17,287 in the year 2010, indicating a 9 percent increase over a ten-year time frame for the City of Bartow. Specific to the CRA District, census data reports a population of 4,278 in the year 2000 and 4,621 in the year 2010 indicating an 8 percent increase over a ten-year time frame aligning with the city's growth.

ESRI Population Projections for the years 2025 and 2030 indicate an increase in population (9 percent increase) over the five-year period within the CRA District to include the proposed expansion area. **Table 1** below identifies estimated population trends and future projections within and adjacent to the city. Census data indicates a population increase from 2010 to 2020 across the County, City, CRA District with projected population increase into year 2030.

Based on 2020 Census data, 24 percent (4,687) of the City of Bartow's population resides within the CRA District.

Table 1: Population Trends & Future Projections

Total Population	Florida	Polk County	City of Bartow	Bartow CRA (District)
2000 (U.S. Census)	15,982,378	483,924	15,791	4,278
2010 (U.S. Census)	18,801,310	602,095	17,287	4,621
2020 (U.S. Census)	21,538,187	725,046	19,366	4,687
2025 (ESRI)	23,027,836	822,142	21,247	4,818
2030 (ESRI)	24,297,976	923,990	23,882	5,233

Source: Census Bureau 2000, 2010, and 2020 decennial Census data. ESRI forecasts for 2025 and 2030.

Socio-Economic Analysis

To further examine population characteristics, gender, age, race, education, and income, was examined. ESRI utilizes U.S. Census-designated race categories by self-identification to include White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian/Other Pacific Islander, Some Other Race, and Multiple Races. The racial composition of the CRA District includes individuals who identify as Black/African American (41.39 percent), followed by individuals who identified as White (35.6 percent).

Individuals with Hispanic, Latino, or Spanish origins (also known as ethnicity) self-identify with the Hispanic Population and may belong to any U.S. Census-designated race category. As indicated in **Table 2**, the CRA District has a Hispanic Population of 26.46 percent year 2025 with a 2 percent increase projected in year 2030.

Table 2: Comparative Race and Ethnicity

	Race	Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	White	56.28%	56.01%	56.46%	35.6%
2025	Black/African American	14.94%	15.32%	22.84%	41.39%
2025	Asian	3.27%	2.08%	1.74%	.06%
2025	American Indian/Alaska Native	.48%	.65%	.39%	.29%
2025	Pacific Islander	.07%	.07%	.05%	.04%
2025	Other Race	7.6%	10.91%	7.29%	10.67%
2025	Population of Two or More Races	17.36%	14.96%	11.24%	11.42%
	Ethnicity	Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	Hispanic Population	27.74%	30.56%	20.73%	26.46%
2025	Non-Hispanic Population	72.26%	69.44%	79.27%	73.54%
2030	Hispanic Population	29.22%	33.22%	22.62%	28.3%
2030	Non-Hispanic Population	70.78%	66.78%	77.35%	71.7%

Source: ESRI forecasts for 2025 and 2030 U.S.

Table 3 displays select economic and demographic data utilizing the ESRI Business Analyst tool. The median female age reports to be more mature than the median male age with the female population representing a higher percentage across geographies. Average and median household income and per capita income are reported to be significantly lower within the District.

Table 3: Socio-Economic Snapshot, Year 2025

		Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	Total Population	23,027,836	822,142	21,247	4,818
2025	Median Male Age	42	40	37	33
2025	Median Female Age	45	43	40	36
2025	Male Population	49.15%	49.14%	48%	47%
2025	Female Population	50.85%	50.86%	52%	53%
2025	Unemployment Rate	4%	4%	3%	4%
2025	Average Household Income	\$111,382	\$91,650	\$93,252	\$62,672
2025	Median Household Income	\$78,205	\$70,958	\$75,557	\$44,976
2025	Per Capita Income	\$44,891	\$34,967	\$34,260	\$21,997
2023	Median Home Value (ACS 5-Yr)	\$32500	\$240,000	\$210,400	\$180,567
2025	Median Home Value	\$416,969	\$319,676	\$320,929	\$199,904
2030	Median Home Value	\$488,398	\$385,328	\$411,324	\$321,845
		Florida	Polk County	City of Bartow	Bartow CRA (District)
2023	Households (1+ Persons with a Disability) (ACS 5-Yr)	26%	29%	30%	29%
2023	Households Below Poverty Level (ACS 5-Yr)	13%	14%	14%	23%

2025	Total Housing Units	10,635,372	361,112	8,532	2,091
2025	Owner Occupied Housing Units (%)	67%	72%	68%	47%
2025	Renter Occupied Housing Units (%)	33%	28%	32%	53%
2023	Mobile Homes (ACS 5-YR)	8%	20%	6%	4%
2025	Vacant Housing Units (%)	13%	13%	9%	10%
2025	Total Population Age 85+	3%	2%	2%	2%
2025	Total Population Age 80-84	3%	3%	2%	2%
2025	Total Population Age 75-79	5%	5%	4%	4%
2025	Total Population Age 70-74	6%	6%	5%	4%
2025	Total Population Age 65-69	7%	6%	5%	5%
2025	Total Population Age 60-64	7%	6%	6%	5%
2025	Total Population Age 55-59	6%	6%	5%	5%
2025	Total Population Age 50-54	6%	6%	6%	6%
2025	Total Population Age 45-49	6%	6%	6%	6%
2025	Total Population Age 40-44	6%	6%	7%	6%
2025	Total Population Age 35-39	6%	6%	7%	7%
2025	Total Population Age 30-34	6%	6%	7%	7%
2025	Total Population Age 25-29	6%	6%	7%	7%
2025	Total Population Age 20-24	6%	6%	6%	8%
2025	Total Population Age 15-19	6%	6%	7%	8%
2025	Total Population Age 10-14	5%	6%	6%	7%
2025	Total Population Age 5-9	5%	6%	6%	7%
2025	Total Population Age 0-4	5%	5%	6%	7%
		Florida	Polk County	City of Bartow	Bartow CRA (District)
2025	Population Age 25+: Less than 9th Grade	4%	4%	2%	2%
2025	Population Age 25+: 9-12th Grade	4%	4%	2%	2%
2025	Population Age 25+: High School No Diploma	5%	6%	8%	11%
2025	Population Age 25+: High School Diploma	23%	28%	31%	37%
2025	Population Age 25+: GED	4%	6%	4%	4%
2025	Population Age 25+: Some College/No Degree	17%	20%	20%	22%
2025	Population Age 25+: Associate degree	11%	11%	11%	13%
2025	Population Age 25+: Bachelor's Degree	23%	17%	17%	7%
2025	Population Age 25+: Graduate/Professional Degree	14%	8%	7%	2%

Source: ESRI Vintage 2025; ACS Vintage 2019-2023

Considerations

Per capita income is defined as the average income earned per resident in a community and is determined by dividing the community's total income by total population. Thus, the higher the per capita income, the higher the buying power of the average resident. Wages and per capita income in the region continue to lag behind the state and nationally. Per capita income in the City of Bartow trails behind both the state and county suggesting stagnant household incomes, underemployment and poverty, and distress. Per capita income within the CRA District (\$21,997) is well below that of the city and county indicating

Tapestry Lifestyle Segmentation

ESRI Tapestry Segmentation reflects demographic shifts, consumer markets, and new markets based on socioeconomic data. This provides a comprehensive understanding of residential consumer behavior and the factors that influence specific purchasing decisions based on subgroups within a geographic location. Tapestry Segmentation includes 67 distinct market segments and reflects demographic shifts over the last decade, with data sources that include Census, the American Community Survey (ACS), ESRI's demographic updates, and consumer surveys such as the Survey of the American Consumer from MRI-Simmons. For a broader view of consumer markets, segments are summarized by 14 Life Modes and six urbanization groups.

Lifestyle groupings identified may be utilized to tailor programs and services that best meet the needs of these distinct groups. **Table 4** below depicts the Tapestry Segments for the CRA District followed by brief descriptions, providing insight into local consumer trends.

Of the 67 market segments, two are located within the CRA District with nearly 1,532 adults in the area aligning with the Moderate Metros (35%) segment. The segment index measures the percentage of households in the trade area relative to the percentage of all U.S. households; a value <100 means the share is smaller, while a value >100 means it has more households.

Table 4: District Tapestry Lifestyle Segments

<i>Tapestry Segment</i>	2025 Households	2025 U.S. Households	<i>Index</i>
<i>Moderate Metros (C6)</i>	35%	31.9%	1,525
<i>Fresh Ambitions (A4)</i>	24%	23.5%	3,210
<i>Family Foundations (C4)</i>	20.6%	21.8%	2,031
<i>Modest Income Homes (E1)</i>	10.4%	12.6%	1,060
<i>Rural Versatility (E5)</i>	8.7%	8.5%	555

Source: ESRI, Vintage 2025

See **Appendix D** for additional information.

Business & Employment Report

The central Florida region is characterized by graduation rates that have fluctuated over time and high out-migration of students and workers to urban and scholastic centers, which is of great concern to residents as indicated through outreach efforts. Technology and knowledge-based industries are often challenged to find well-trained administrative, management, and even entry-level employees skilled enough to fill the jobs they create. The need for a highly skilled workforce to support these industries is a critical decision point for future workforce development, and business location and expansion decisions.

The Civilian Labor Force consists of all persons 16 years of age and older who are either employed or unemployed and does not include individuals on active duty in the Armed Forces. **Table 5** below indicates that the CRA District Labor Force is comprised of a total of 2,013, or 56.3 percent of the employed population, within the boundaries of the CRA. The Employment-Population Ratio of 54.2 percent for the 16+ Age Group indicates that there are approximately 54 employed individuals for every 100 individuals who are of working age (age 16 years and older).

Table 5: 2025 District Labor Force

<i>Age Group</i>	Populati on	Employed	Unemployed	Unemployed Rate	Labor Force Participation Rate	Employment- Population Ratio
16+	3,714	2,013	77	3.7%	56.3%	54.2%
16-24	679	346	31	8.2%	55.5%	51.0%
25-54	1,807	1,246	41	3.2%	71.2%	69.0%
55-64	467	302	6	1.9%	66.0%	64.7%
65+	762	119	0	0.0%	15.6%	15.6%
Male Age 16+	1,739	1,097	33	2.9%	65.0%	63.1%
Female Age 16+	1,975	916	44	4.6%	48.6%	46.4%
White Age 16+	1,404	799	28	3.4%	58.9%	56.9%
Black Age 16+	1,508	781	38	4.6%	54.3%	51.8%
American Indian Age 16+	11	6	0	0.0%	54.5%	54.5%
Asian Age 16+	24	17	0	0.0%	70.8%	70.8%
Pacific Islander Age 16+	1	1	0	0.0%	100.0%	100.0%
Other Race Age 16+	380	168	10	5.6%	46.8%	44.2%
Multiple Races Age 16+	386	241	1	0.4%	62.7%	62.4%

Source: Esri forecasts for 2025 and 2030

Utilizing the Standard Occupational Classification (SOC) system, ESRI current-year occupation distribution includes 22 occupations. **Table 6** below includes occupations divided into three categories: White Collar, Services, and Blue Collar. Each of the three employment classifications is expressed as a percentage of the Employed Civilian Population (Age Group 16+) and includes subgroup occupations that make up the CRA District workforce. The White Collar employment classification serves as the leading occupation group in the CRA at 45.5 percent, followed by Blue Collar (33 percent), and Services (21.5 percent).

See **Appendix E** for a detailed description of labor force data located within the CRA District.

Table 6: 2025 District Labor Force

<i>Occupation</i>	<i>Employed</i>	<i>Percent</i>	<i>US Percent</i>
<i>Total</i>	2,013	100.0%	100.0%
<i>White Collar</i>	916	45.5%	62.5%
<i>Management</i>	83	4.1%	11.8%
<i>Business/Financial</i>	65	3.2%	6.4%
<i>Computer/Mathematical</i>	14	0.7%	4.0%
<i>Architecture/Engineering</i>	2	0.1%	2.3%
<i>Life/Physical/Social Sciences</i>	3	0.1%	1.3%
<i>Community/Social Service</i>	36	1.8%	1.8%
<i>Legal</i>	1	0.1%	1.2%
<i>Education/Training/Library</i>	152	7.5%	6.3%
<i>Arts/Design/Entertainment</i>	25	1.2%	2.1%
<i>Healthcare Practitioner</i>	134	6.7%	6.7%
<i>Sales and Sales Related</i>	187	9.3%	8.4%
<i>Office/Administrative Support</i>	214	10.6%	10.1%
<i>Blue Collar</i>	664	33.0%	21.0%
<i>Farming/Fishing/Forestry</i>	55	2.7%	0.5%
<i>Construction/Extraction</i>	152	7.5%	4.9%
<i>Installation/Maintenance/Repair</i>	120	6.0%	2.9%
<i>Production</i>	141	7.0%	5.0%
<i>Transportation/Material Moving</i>	196	9.7%	7.7%
<i>Services</i>	433	21.5%	16.5%
<i>Healthcare Support</i>	99	4.9%	3.5%
<i>Protective Service</i>	46	2.3%	2.1%
<i>Food Preparation/Serving</i>	117	5.8%	5.1%
<i>Building Maintenance</i>	65	3.2%	3.4%
<i>Personal Care/Service</i>	106	5.3%	2.4%

Source: Esri forecasts for 2025 and 2030

Considerations

Civilian Labor Force estimates can differ from unemployment data published by the Current Population Survey (CPS) program of the Bureau of Labor Statistics (BLS). Civilian Labor Force updates use ACS data for its forecast base, the surveys have different methods, the data are current as of July 1 of the release year and are not seasonally adjusted. White Collar is reported to be the industry structure with the greatest number of jobs within the CRA District however, the industry with the greatest number of jobs is Health Care/Social Assistance (17.3%) followed by Retail Trade (12.7%).

Identification of Current Conditions

The CRA District has a geographic boundary covering approximately 1242 acres, with 2399 parcels.

Existing Land Use Characteristics (ELU)

The 1242 acres within the CRA District represent several different existing land use categories ranging from residential, commercial, governmental, institutional, industrial, and miscellaneous lands.

Of the existing land uses, Residential is a significant land use within the CRA District at 31.39 percent followed by Commercial (29.15 percent), and Government (20.88 percent) with the remaining classifications representing 18.57 percent of the CRA District. **Table 7** depicts these figures while **Map 2** illustrates, geographically, the locations of these uses within the CRA District. Demand drivers for economic development may best align with commercial and industrial, which represents 35.53 percent of ELU and 38.66 percent of vacant ELU.

Table 7- District Existing Land Use (ELU)

Use Type	Total Acreage	Percent Acreage
Commercial (COM)	362.37	29.15%
Government (GOV/EX)	259.56	20.88%
Industrial (IND)	79.28	6.38%
Institutional (INST/EX)	110.13	8.86%
Miscellaneous (MIS)	41.43	3.33%
Residential (RES)	390.22	31.39%
TOTAL	1242.99	100.00%

Figure 1: District Existing Land Use (ELU)

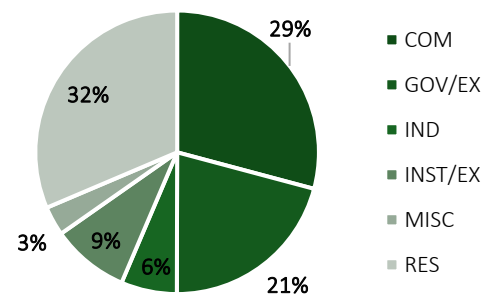
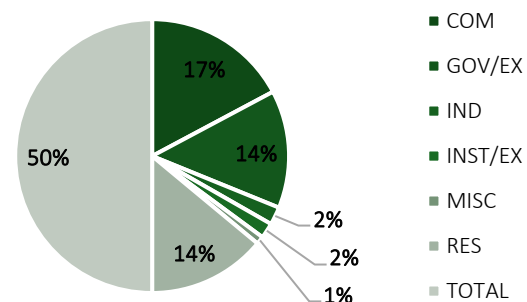


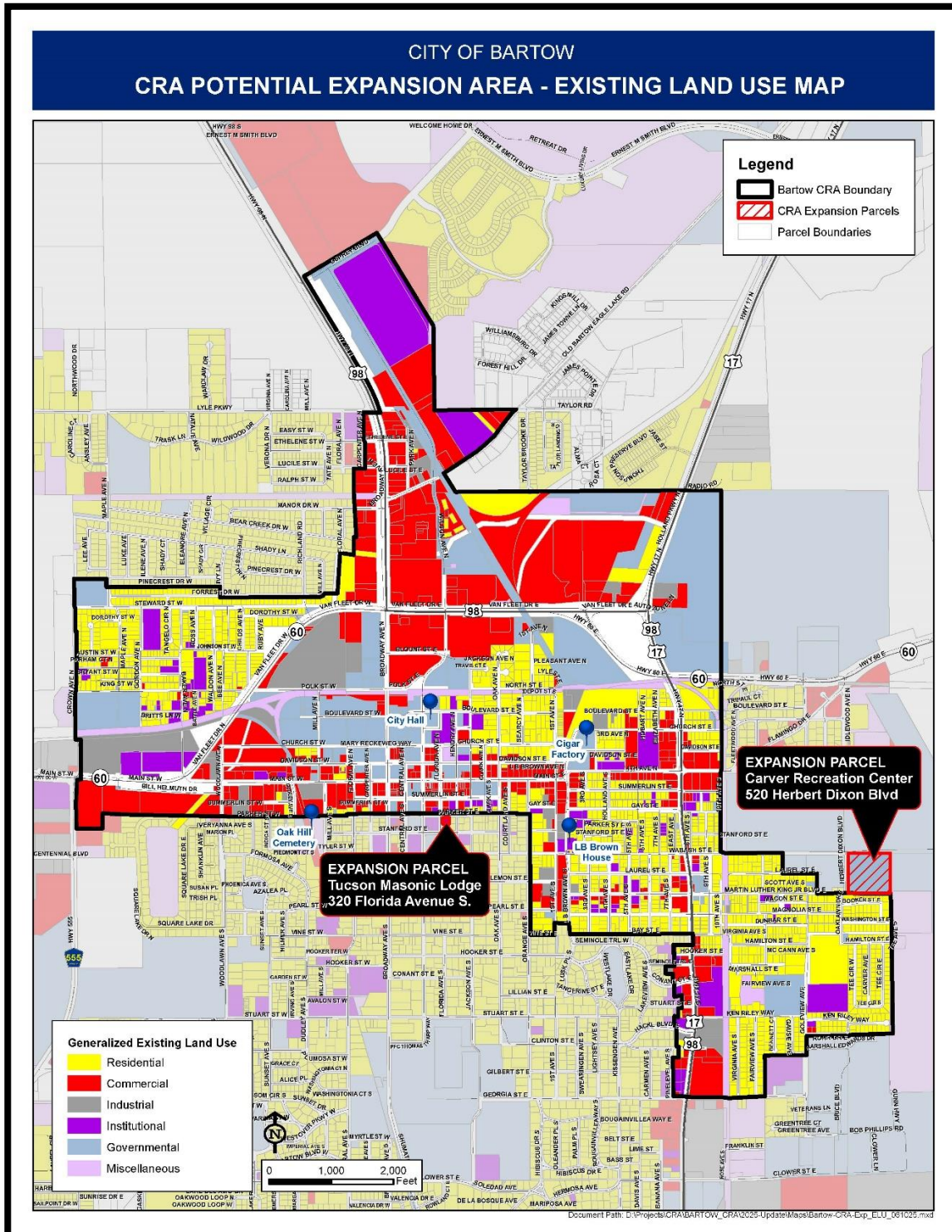
Table 8 – (Vacant) Existing Land Use (ELU)

Use Type	Total Acreage	Percent Acreage
Commercial (COM)	85.35	34.42%
Government (GOV/EX)	69.11	27.87%
Industrial (IND)	10.50	4.24%
Institutional (INST/EX)	9.05	3.65%
Miscellaneous (MIS)	4.63	1.87%
Residential (RES)	69.29	27.95%
TOTAL	247.93	100.00%

Figure 2: (Vacant) District Existing Land Use (ELU)



Map 2 –Bartow CRA Existing Land Use



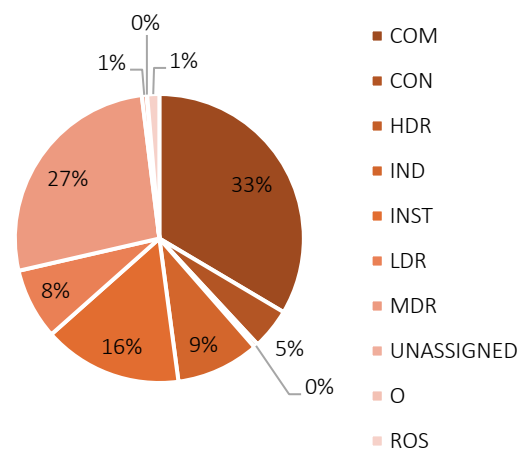
Future Land Use (FLU)

The CRA District Future Land Use Element designates areas that are appropriate to accommodate future growth and influences the location of land use types and development activity. The Future Land Use Element for the CRA District is represented by 10 Future Land Use designations with Commercial representing the majority of lands at 33.52 percent, followed by Medium Density residential (26.64 percent), and Institutional with 15.56 percent. **Table 9** provides Future Land Use and total acreage for the District percentages while **Map 3** illustrates, geographically, the locations of these assigned Future Land Use categories within the CRA District reflecting future growth projections and demand based on land use. Demand drivers for economic development may best align with commercial and industrial, which represents 42.84 percent of FLU.

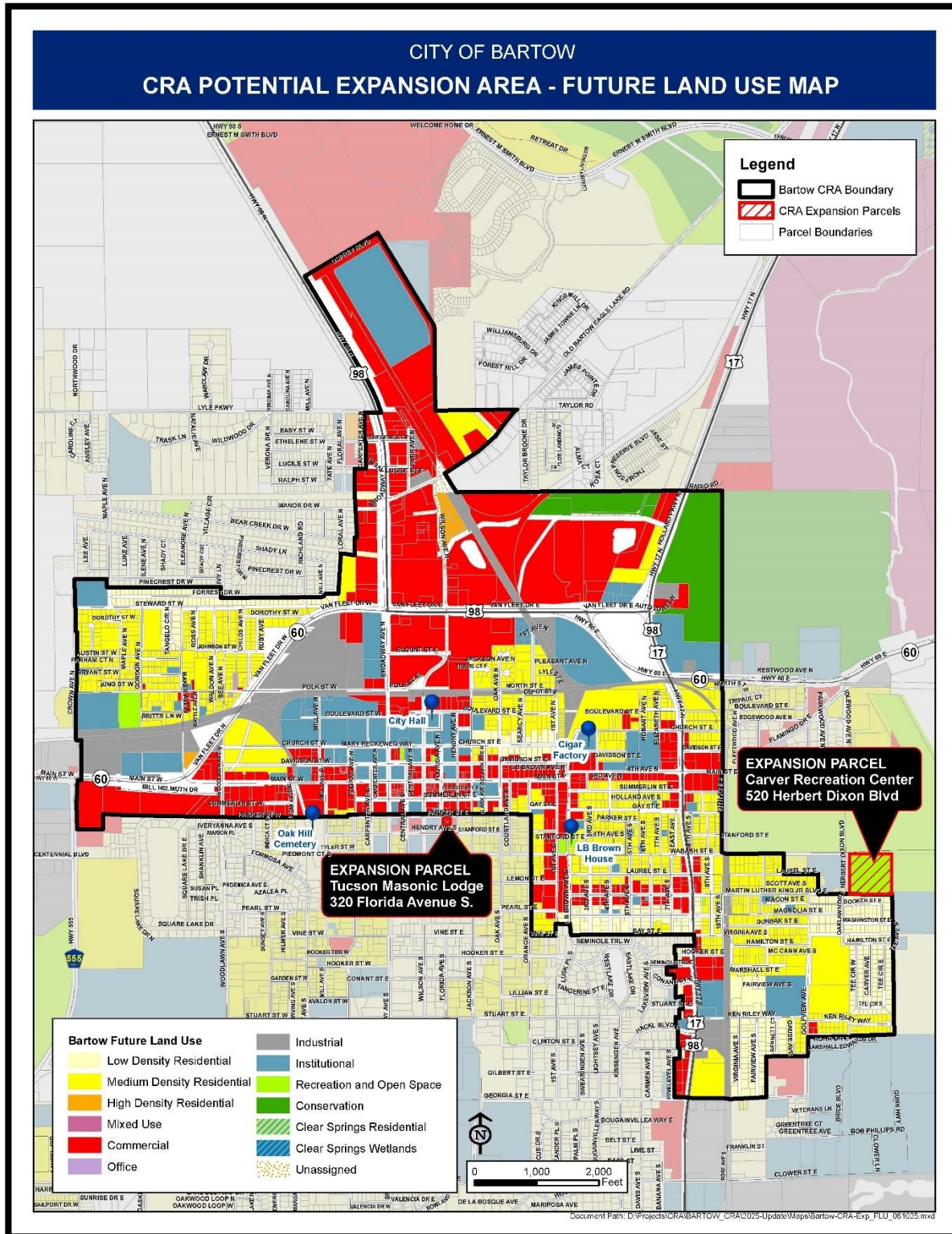
Table 9- District Future Land Use

Use Type	Total Acreage	Percent Acreage
Commercial (COM)	416.60	33.52%
Conservation (CON)	56.90	4.58%
High Density Residential (HDR)	5.87	0.47%
Industrial (IND)	115.84	9.32%
Institutional (INST)	193.40	15.56%
Low Density Residential (LDR)	98.99	7.96%
Medium Density Residential (MDR)	331.09	26.64%
UNASSIGNED	6.89	0.55%
Office (O)	0.54	0.04%
Recreation & Open Space (ROS)	16.84	1.35%
TOTAL	1242.99	100.00%

Figure 3: Percent of District Future Land Use



Map 3 – District Future Land Use



Map 3 depicts the Future Land Use designations within the CRA District. Of note, Future Land Use promotes Commercial along U.S. 98 and industrial along State Road 60. Future development of this land could serve as catalyst projects for the CRA, rapidly increasing the revenue potential of the CRA District.

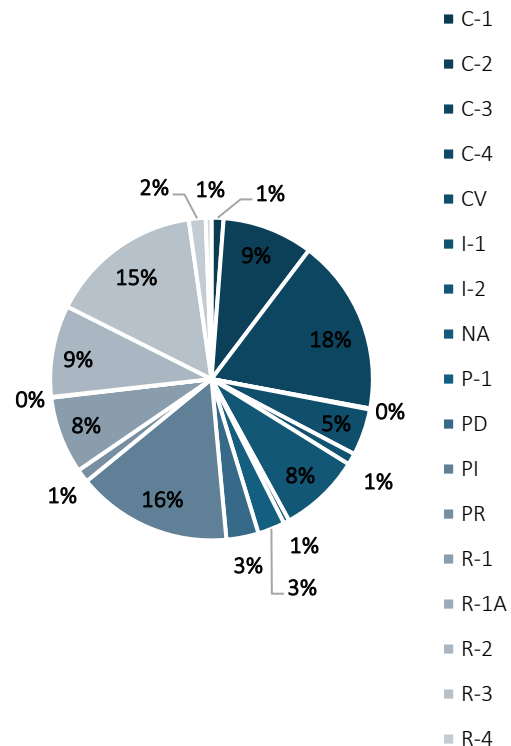
Zoning (ZON)

Zoning districts in the city are consistent with the City of Bartow's Comprehensive Plan and Future Land Use designations. While there are 10 Future Land Use designations in the city, there are eighteen zoning districts representing specific land development types. **Table 10** outlines these zoning districts while **Map 4** illustrates, geographically, the location of the zoning districts.

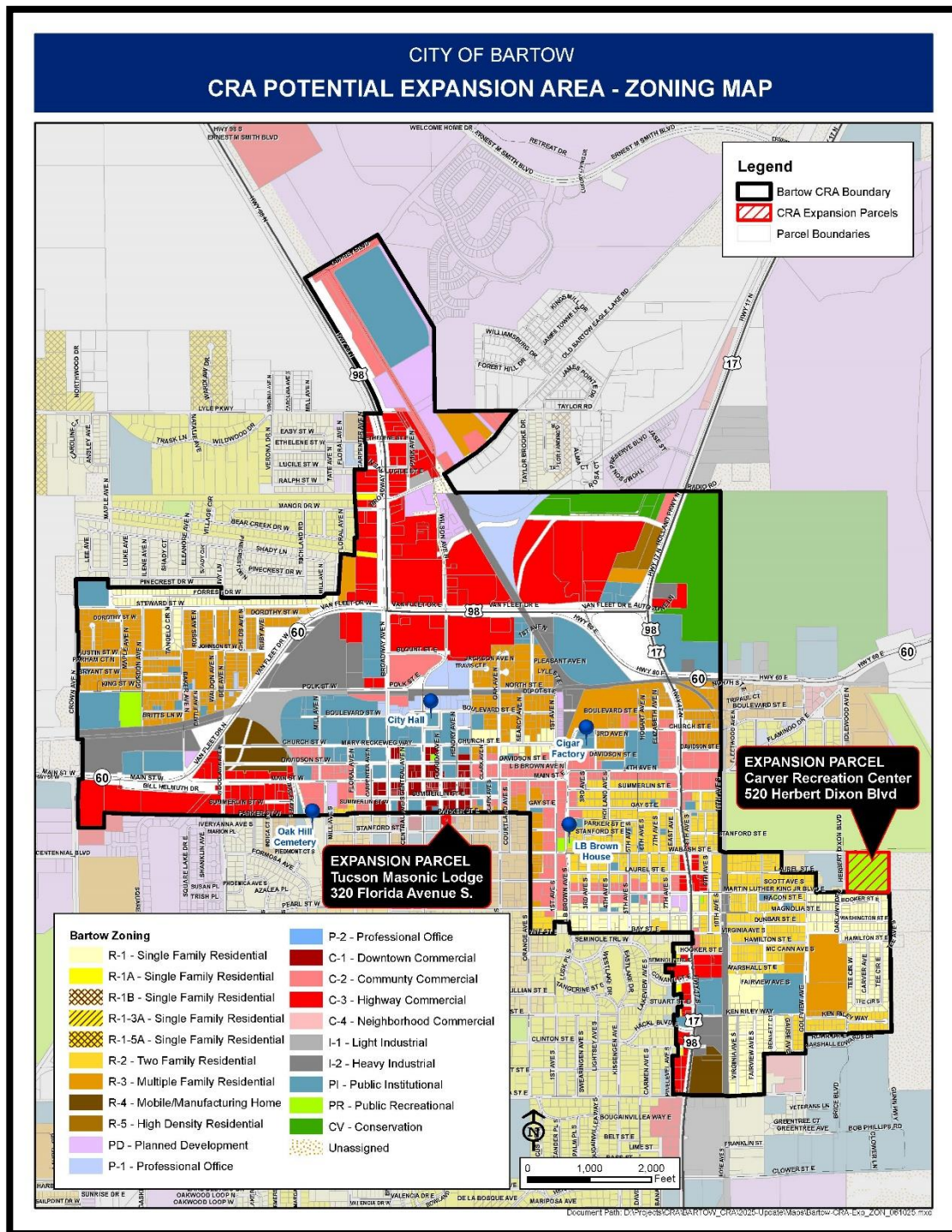
Table 10 – District Zoning

Use Type	Total Acreage	Percent Acreage
Downtown Commercial (C-1)	14.96	1.20%
Community Commercial C-2	113.17	9.10%
Highway Commercial (C-3)	218.94	17.61%
Neighborhood Commercial (C-4)	1.37	0.11%
Conservation (CV)	58.02	4.67%
Light Industrial (I-1)	14.27	1.15%
Heavy Industrial (I-2)	101.57	8.17%
NA	7.12	0.57%
Professional Office (P-1)	33.66	2.71%
Planned Development (PD)	40.08	3.22%
Public Institution (PI)	193.40	15.56%
Public Recreational (PR)	16.71	1.34%
Single Family Residential (R-1)	96.06	7.73%
Single Family Residential (R-1A)	0.86	0.07%
Two Family Residential (R-2)	114.17	9.19%
Multiple Family Residential (R-3)	190.42	15.32%
Mobile/Manufacturing Home (R-4)	21.04	1.69%
High Density Residential (R-5)	7.15	0.58%

Figure: 4 Percent of Zoning



Map 4 –District Zoning Map



The largest of the zoning districts is Highway Commercial (C-3), which represents 17.61 percent of all zoning in the District followed by Public Institution (P-I) (13 percent). Of note, residential zoning makes up nearly 35 percent of District zoning with commercial, commerce and industrial uses, representing 42 percent.

Considerations

Existing land use prioritizes Residential (31.39%); Future Land Use prioritizes Commercial (33.52 %), and Zoning prioritizes Highway Commercial (C-3) (17.16 %). To enrich efforts to meet the economic goals of the CRA District, the identification of targeted development opportunities should be explored.

Existing Conditions Summary Table

	Strengths	Weaknesses	Opportunities
Infrastructure	Bartow has made significant efforts to improve water and wastewater infrastructure.	There are gaps in connectivity and a number of sidewalks are in need of upgrades, repair and adherence to ADA requirements.	Staff may pursue state and federal funding opportunities to address a number of infrastructure issues present. There are opportunities to develop incentive programs and partner on and solicit funds for public infrastructure improvement, development and redevelopment projects.
Employment	The City's commercial and industrial development is located primarily along major thoroughfare in the central Florida region (SR 60, US 98). Bartow hosts numerous State, County and City facilities including the County Courthouse, Polk County Sheriff, Polk County Jail, Florida Department of Transportation, Florida Department of Health and City of Bartow water, wastewater, Police and Fire Services	There is a drastic reduction in office workers after working hours limiting support for retail, restaurants, and service business.	There are opportunities to take a targeted approach to commercial development and provide services that will generate foot traffic in the CRA District and Downtown area. Redevelopment of CRA Corridors- East, West, and North to advance economic development along the corridor should be considered, to encourage additional private investment.
Roadway	Bartow is located centrally to all major points of interest in Polk County and provides easy access to the State's roadway network.	There are safety issues along US 98 and State Road 60 corridors and the circular roundabout located on East Main Street/S L.B Brown/N 2 ND Ave.	Staff may pursue complete street grants to address: ▪ Connectivity ▪ Sidewalks and bicycle pathways ▪ Enhance mobility options ▪ Improve safety ▪ Mitigate environmental impacts ▪ Address drainage management ▪ Improve aesthetics
Existing Land Use, Future Land use & Zoning	The CRA District includes single-family, retail commercial, non-retail commercial, service commercial, industrial, and institutional uses and includes limited vacant lots available for infill.	Residential zoning makes up nearly 35 percent of District zoning.	Opportunities for commercial development about the US 98 and State Road 60 corridors. The identification of targeted development opportunities should be explored. There is an opportunity to incorporate design standards to further define the CRA District, ensuring consistency, quality, and compliance. There are opportunities to promote infill development and redevelopment, and the designation of land for industrial and commercial projects.

Commercial and Residential Development Projects and Infrastructure, and Vacant Parcel Inventory

The majority of parcels are developed or improved in some way as classified by Department of Revenue (DOR) use codes. Of the developed parcels, 327.42 acres are identified as residentially developed and 345.8 acres are identified commercially developed. Of the vacant parcels, 69.29 acres are classified as residential, and 85.35 acres are classified as commercial.

See **Table 11** and **Table 12** below showing a breakdown of developed and vacant parcels. See **Map 4** and **Map 5** identifying the locations of developed and vacant parcels.

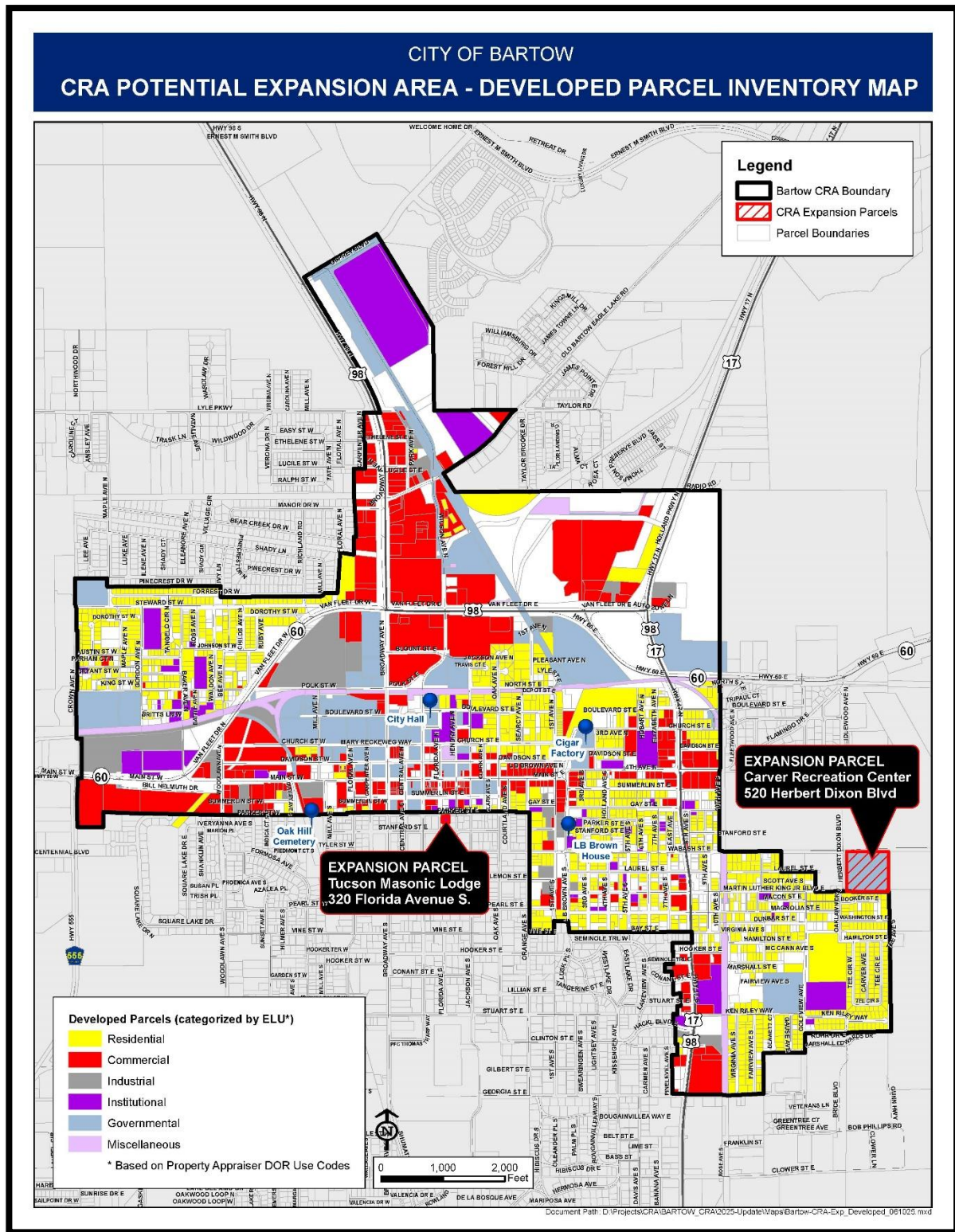
Table 11-Developed Parcels

<i>DORDESC</i>	<i>ACRES</i>	<i>%ELU</i>
<i>COM</i>	277.02	27.61%
<i>GOV/EX</i>	192.24	19.16%
<i>IND</i>	68.78	6.86%
<i>INST/EX</i>	101.07	10.07%
<i>MISC</i>	36.81	3.67%
<i>RES</i>	327.42	32.63%
<i>TOTAL</i>	1003.34	100.00%

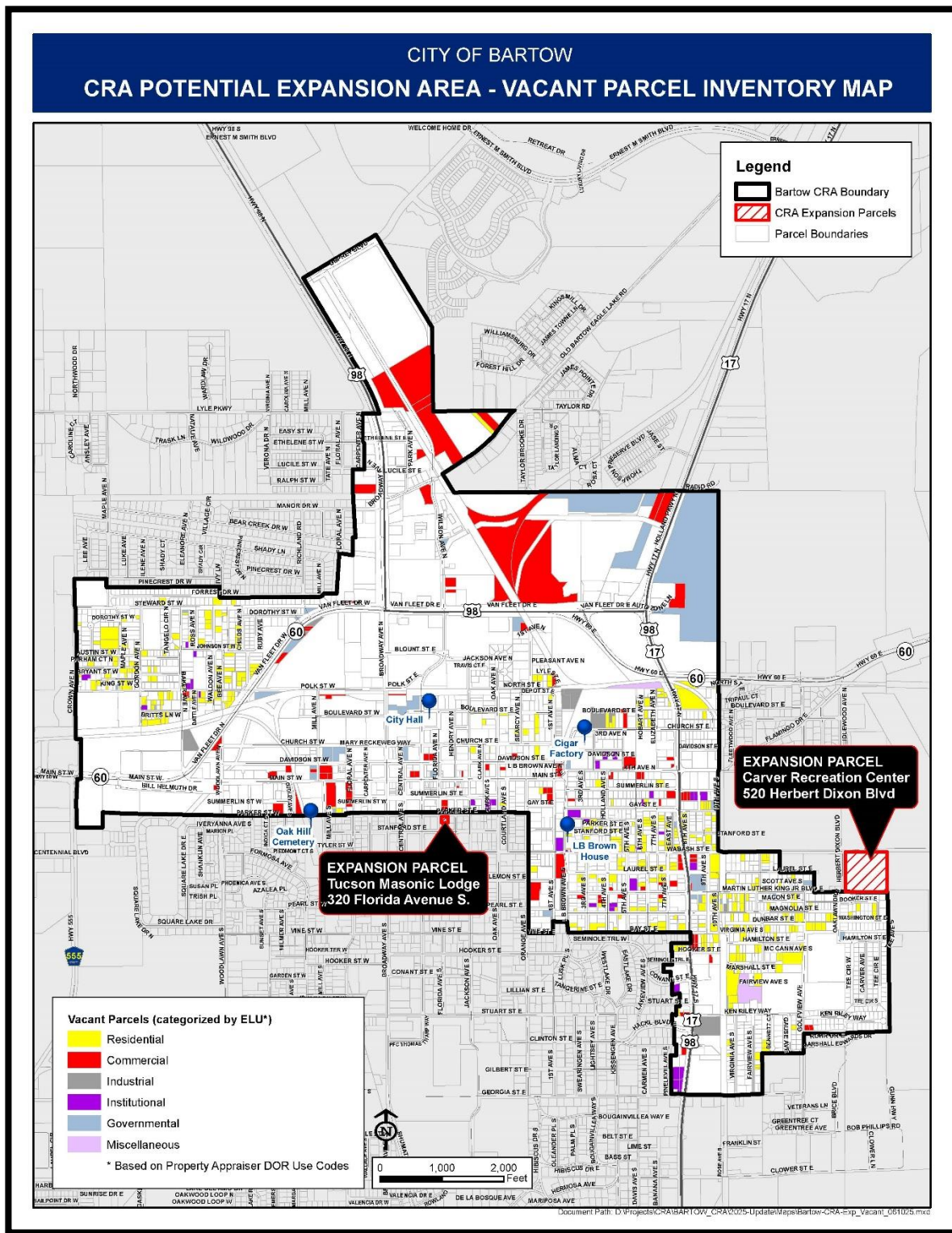
Table 12-Vacant Parcels

<i>DORDESC</i>	<i>ACRES</i>	<i>%ELU</i>
<i>COM</i>	85.35	34.42%
<i>GOV/EX</i>	69.11	27.87%
<i>IND</i>	10.50	4.24%
<i>INST/EX</i>	9.05	3.65%
<i>MISC</i>	4.63	1.87%
<i>RES</i>	69.29	27.95%
<i>TOTAL</i>	247.93	100.00%

Map 4 –Developed Parcel Inventory Map



Map 5 –District Vacant Parcels Inventory Map



Considerations

This plan is intended to encourage improvements that facilitate continued investment in the CRA District. Future development within the CRA will consist primarily of Commercial, Residential, and Governmental with opportunities for infill development, redevelopment, and rehabilitation of existing properties. Limitations upon development within the CRA District are established by the City of Bartow. The CRA board does not have the authority to establish or change zoning or future land use regulations.

Analysis of Market Potential: Development Opportunities for Commercial and Residential & Infrastructure Markets

Transportation

The central Florida Region contains corridors of statewide importance and an extensive freight rail network, providing for ease of product distribution. The region's central location gives it high potential to continue to grow as an intermodal transportation hub. The City of Bartow is located centrally to all major cities and points of interest in Polk County. The major transportation arteries located in the city include U.S. Highway 17, 98, and State Road 60 providing access to amusement, recreation, cultural and commercial attractions that serve as catalysts for the community, adding to the total volume of tourism within the area. US 17 provides easy access to I-4 and the State's roadway network.

Concerns remain regarding existing traffic circulation, safety, and pedestrian connectivity.

Natural Resources

The U.S. Department of Commerce's Bureau of Economic Analysis (BEA) released outdoor recreation economic data for the State of Florida for year 2023. The outdoor recreation economic data measures the economic activity produced by outdoor recreational activities and measures each industry's production of outdoor goods and services and its contribution to U.S. Gross Domestic Product (GDP). Industry breakdowns of outdoor employment and compensation are also included. The data indicates outdoor recreation generated \$57.8 billion in economic output and 469,357 in jobs. The report includes state level data on participation trends and identifies Boating/Fishing, RVing, Hunting/Shooting/Trapping, Motorcycling/ATVing, and Equestrian as the top five outdoor recreational activities in Florida.

Amenities and natural resources in the City of Bartow and within close proximity to the city may be leveraged to advance economic development within the CRA District. Maintaining and creating connections to parks and trails within the city is important to the health and success of the Main Street and CRA.

Proposed Redevelopment Sites and Opportunities

Proposed redevelopment sites identified below demonstrate opportunities to improve the quality of life for residents with the Bartow CRA and City of Bartow. Proposed sites are meant to acknowledge development potential, provide opportunities to further the goals established in the Bartow CRA Plan and the Bartow CRA Feasibility Study (2025), and contribute to a more livable and economically vibrant community.

HISTORIC CIGAR FACTORY	255 & 285 3RD Ave N	<i>Proposed Property Acquisition for the CRA</i>
BARTOW CIVIC CENTER AND OAKS SCHOOLS	455 Wilson Ave	<i>Proposed Property Acquisition for the CRA</i>
330 EAST MAIN STREET	330 East Main Street	<i>CRA Owned Property for Development</i>
O US HIGHWAY 17	O US Highway 17; 1590 Martin Luther King Jr Blvd; 1561 Laurel St E; 1565 Laurel St; O Laurel St E; 9th S.; O 9th Ave S	<i>CRA Owned Property for Development</i>

970 EAST MAIN STREET	970 E. Main Street; 255 L B Brown Ave N; L B Brown Ave; L B Brown Ave	<i>CRA Owned Property for Development</i>
ARGOS, CEMENT LLC-CEMENT FACTORY	495 Main St & O Parker St W	<i>Proposed Property Acquisition for the CRA</i>
PRINCE HALL MASONIC LODGE	1095 Martin Luther King Jr Blvd E	<i>Proposed Property Acquisition for the CRA</i>
TUCSON MASONIC LODGE	320 S Florida Ave, Bartow, FL 33830	<i>Proposed Property Acquisition for the CRA</i>
CARVER RECREATION CENTER	520 Herbert Dixon Blvd, Bartow, FL 33830	<i>City Owned Property</i>
ORPHEUM THEATRE	335 E Main Street	<i>CRA Owned Property for Development</i>
CRA BUILDING	180 Central Ave	<i>CRA Owned Property for Development</i>

Identified Catalyst Sites and Catalyst Site Opportunities

There are Catalyst Sites that provide job creation and retention opportunities while addressing and preventing blight. Enhancement of these sites will beautify the Eastern Gateway to the CRA District resulting in an increase in tax values for both the CRA District and surrounding areas.

OYO Budget Inn Bartow	1480 E Main St, Bartow, FL 33830		<i>Proposed Property Acquisition for the CRA</i>
190 US 17 LLC	190 US Highway 17 N, Bartow, FL 33830		<i>Proposed Property Acquisition for the CRA</i>
1410 E MAIN STREET LLC	1410 E Main St, Bartow, FL 33830		<i>Proposed Property Acquisition for the CRA</i>
A Plus Pawn Shop	1395 E Main St, Bartow FL 33830		<i>Proposed Property Acquisition for the CRA</i>

Mission

The CRA's Mission is to elevate Bartow by transforming our CRA District by encouraging investment that enhances our neighborhoods and drives economic growth while preserving our diverse history.

Updated Goals and Objectives

Powers provided to CRA's to execute programs, projects and tasks are outlined in Chapter 163.370. The Objectives and Goals identified below provide a framework for the development of initiatives, programs and projects that may be utilized to bring together future resources, assets, and partner organizations to overcome challenges and guide future public investment and policy decisions.

CRA Development Objectives

1. Develop CRA Corridors- East, West, and North for Redevelopment- Entertainment or Commercial Business District
2. Increase Housing Stock in the CRA District, East and West, by Developing Workforce Housing Communities
3. Redevelop Commercial Properties and Housing Areas in the CRA District East End
4. Redevelop Commercial Properties and Housing Areas in the CRA District West End
5. Downtown Bartow- Complete Street- Urban design for downtown Bartow (planning, designing, building, operating, and maintaining streets that enable safe access for all)

CRA funding priorities are approved by the board of directors for allocating services, programs, and financial initiatives to eliminate blight and improve the pedestrian experience in the public realm.

GOAL 1: ADMINISTRATIVE AND OPERATIONAL SUPPORT: SHAPE THE FUTURE OF THE COMMUNITY BY FOCUSING ON ECONOMIC DEVELOPMENT AND COMMUNITY REDEVELOPMENT

Objectives

- **Strategy 1:** In accordance with State Statute, through tax increment fund revenues and other revenues where appropriate fund administrative expenses and contract with professional organizations or firms to implement specific goals and objectives identified within the CRA Plan.

GOAL 2: ENCOURAGE COMMERCE & DISSEMINATE SLUM CLEARANCE AND COMMUNITY REDEVELOPMENT INFORMATION

Objectives

- **Strategy 1:** Promote the CRA District as a safe and exciting place to hold business and family-oriented community events, ecotourism, and social/recreational activities.
- **Strategy 2:** Promote the CRA District and assets through programs, projects and initiatives to encourage commercial development opportunities.
- **Strategy 3:** Promote the CRA District and its programs and projects to encourage residential and business participation.
- **Strategy 4:** Develop and implement maintenance, repair, and public safety measures (Community Policing of CRA District) for the enforcement of state and local laws, codes, and regulations.

GOAL 3: RETAIN CURRENT BUSINESSES AND ATTRACT NEW BUSINESSES IN THE CRA DISTRICT TO ENCOURAGE AND ADVANCE EMPLOYMENT OPPORTUNITIES

Objectives

- **Strategy 1:** Connect CRA Corridors and Downtown with a variety of trans-modal services, image and cultural infrastructure, and supportive programs and projects.
- **Strategy 2:** Establish partnerships with public and private partners to develop and advance redevelopment programs/ projects.
- **Strategy 3:** Activate public spaces to encourage pedestrian traffic in Downtown, East End, and North End CRA District Areas.
- **Strategy 4:** Develop programs, projects and services that encourage job creation, business retention, recruitment, and expansion.
- **Strategy 5:** Assist local businesses and entrepreneurs with growing and establishing businesses in the District, through the development of incentives, grants, and other funding opportunities.

- **Strategy 6:** Establish and implement maintenance and repair schedules for CRA projects, programs and initiatives.

GOAL 4: DEVELOP INITIATIVES, PROGRAMS, AND PROJECTS FOR REVITALIZATION IN THE DOWNTOWN AND THE EAST, WEST, NORTH CRA AREAS

Objectives

- **Strategy 1:** Acquire real property in the CRA District for resale, community use (commercial and residential development), rehabilitation, and preservation.
- **Strategy 2:** Activate public spaces for pedestrian traffic in East, West, and North communities.
- **Strategy 3:** Increase the Public Realm (Smart City) with upgraded technology for improved connectivity to parks, Downtown Bartow, and the Bartow Trail Improvements (EV Charging Stations, Expanded Wi-Fi, Solar Light Poles, Cameras and Blue Light Street Poles- 911 Communication).

GOAL 5: PREVENTION AND MITIGATION OF DAMAGE CAUSED BY BOTH NATURAL AND MAN-MADE DISASTERS WITH A FOCUS ON PUBLIC HEALTH, SAFETY, ENVIRONMENTAL AND INFRASTRUCTURE PROTECTION

Objectives

- **Strategy 1:** Propose and implement flood mitigation projects and programs for the purpose of risk reduction of the existing residential and commercial structures, property acquisition, structure demolition and or relocation.
- **Strategy 2:** Identify and pursue funding sources to address community vulnerabilities with priority given to critical facilities and infrastructure.
- **Strategy 3:** Invest in park and recreation systems through infrastructure Improvements.
 - Encourage community interaction, physical activity, and engagement with the natural environment.
- **Strategy 4:** Improve pedestrian access and safety throughout the District with priority given to projects that improve the physical and visual connectivity of the Downtown.
 - Incorporate accessibility standards outlined by the Americans with Disabilities Act (ADA).
 - Foster economic development by incorporating accessibility standards, preserving historic integrity, and providing alternative solutions when feasible.

GOAL 6: SEEK ADDITIONAL FUNDING SOURCES TO FURTHER DEVELOPMENT AND REDEVELOPMENT ACTIVITIES, AND IMPLEMENT OF PROGRAMS THAT ADVANCE THE GOALS IDENTIFIED IN THE CRA PLAN

Objectives

- **Strategy 1:** Identify and pursue additional funding resources to secure capital assets and improve infrastructure within the District, with priority given to critical facilities and infrastructure.
- **Strategy 2:** To further development and redevelopment activities, and implement of programs that advance the goals identified in the CRA Plan, apply for and accept:
 - Grants
 - Bonds
 - Loans
 - Bequest
 - Gifts/donations/in-kind/contributions
 - Other forms of financial and voluntary assistance

Recommended Improvement Programs

According to Florida Statutes, any redevelopment activity that is authorized by Chapter 163 Part III can be utilized by a Community Redevelopment Agency if that redevelopment activity is included within a Community Redevelopment Plan. Redevelopment activities can be grouped into two categories: Programs and Projects.

The programs and projects identified within this section of the Plan are tools that may be utilized by the Board throughout the life of the CRA. Prior to the implementation of any program or project identified within the Plan, the Board shall establish and/or adopt specific details, rules, criteria or policy as is necessary to properly and successfully implement the program or project. The Board shall have the authority to adopt, prioritize, modify, update, change or abolish any program or project at any duly noticed public meeting,

whether or not the action is noted on the agenda. Property owners and business operators may apply to participate in any number of CRA programs or projects as determined by program or project rules, criteria, or policy.

The Board has the authority to decide when and if any programs or projects identified within the Plan will be implemented and, if implemented, when funded. Simply because a program or project is identified, does not mean that the Board is bound to implement or provide funds for that particular redevelopment activity.

All programs and projects identified within this Plan shall be implemented in an appropriate manner for the use and expenditure of TIF funds deposited in the redevelopment trust fund. The Board may advance any goal or objective and implement any number of projects or programs in a manner that furthers the redevelopment of the community as allowed under Florida Statute 163.370 & 163.387.

Florida Statute 163.370 & 163.387

- | | |
|--|---|
| 1. Administrative and overhead expenses | 10. Capital Expenditures |
| 2. Redevelopment planning, surveys, & financial analysis | 11. Promotion and marketing as a means of dissemination |
| 3. Acquisition of real property in the CRA district | 12. Relocation assistance |
| 4. Clearance/preparation & relocation of occupants | 13. Incentives and grants |
| 5. Repayment of borrowed funds | 14. Code enforcement |
| 6. All expenses related to bonds/other indebtedness | 15. Land Acquisition |
| 7. Development of affordable housing | 16. Cost sharing/allocation for services |
| 8. Community policing innovations | 17. Repair and maintenance |
| 9. Expenses that are necessary to exercise the powers granted under s. 163.370 , as delegated under s. 163.358 . | |

Programs

The list of programs below has been created in order to provide a general outline of the redevelopment activities and authority conveyed to the CRA by this plan and by Florida Statutes Chapter 163, Part III. Listing a program within this chapter does not ensure that the program will be established, considered for establishment, or funded by the Board. The Board reserves the right to establish, fund, develop, study, plan, or pursue any program listed (or not listed) within this section that is allowable by the express language of this plan, that furthers or promotes a redevelopment objective or a redevelopment goal identified by this plan as determined by the CRA Board, that exercises a power granted to local governments or redevelopment agencies by Florida Statutes Chapter 163, Part III, that is permitted by Florida law and that is consistent with the Bartow Comprehensive Plan. The Board also reserves the right to amend this plan, to add new programs, or edit existing programs that are allowable by the above, by Florida Statutes Chapter 163, Part III, by Florida law and the Bartow Comprehensive Plan at any duly noticed public hearing. For compliance purposes, Florida Statutes Chapter 163, Part III, is incorporated herein by reference as if set forth in full, and this plan grants to and empowers the CRA and the CRA Board to exercise all redevelopment powers granted to or reserved to local governments and community redevelopment agencies therein.

Greenfield Development Incentives

Unlike urban sprawl, where there is little or no urban planning, greenfield development is about proper urban planning that aims to provide practical, affordable, and sustainable developed spaces for growing urban populations. Proper planning takes future growth and development into account and seeks to avoid

the various infrastructure issues that sometimes exist in urban areas. The development of greenfield areas within the redevelopment area can serve as a catalyst for the CRA, providing additional TIF revenue that could then be utilized to further additional redevelopment programs and projects within the CRA.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of greenfields. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the development of greenfield properties within the CRA, with priority given to development by the private sector.

The CRA Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any greenfield development program.

Infill Development Incentives

Infill development is a redevelopment strategy that is used to repurpose real estate within a city or town that is no longer serving any real purpose. The process of this type of development effort may include new construction on vacant lots, changing uses in declining areas for new purposes, or even modifying existing structures so they can serve a new purpose. Infill development is often part of an overall urban renewal strategy, designed to revitalize areas of the city that have declined and are no longer considered desirable for any particular purpose.

The most common example of infill development usually involves vacant lots or parcels of land. While these lots may have once held some type of structure, those buildings are no longer present. In order to make the area useful again, the Board may identify a use for the vacant lot and proceed to implement that purpose. For example, a vacant lot may become home to a new structure, a park, residential units, or even be turned into a parking lot that helps to alleviate a parking problem that prevents consumers from shopping in nearby retail establishments.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of infill. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the redevelopment of infill properties within the CRA, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any infill redevelopment program.

Brownfield Development Incentives

Brownfield remediation and development is a redevelopment tool and a process in which contamination at brownfield sites is addressed so that the sites can be redeveloped. Redevelopment of brownfields is important to many communities for a variety of reasons, ranging from wanting to preserve undeveloped land to a desire to make previously unusable contaminated land usable so that it can be part of the

community. Because the environmental cleanup can be very complicated legally and environmentally, brownfield is important to many communities for a variety of reasons, ranging from wanting to preserve undeveloped land to a desire to make previously unusable contaminated land usable so that it can be part of the community. Because the environmental cleanup can be very complicated legally and environmentally, brownfield remediation often involves multiple government agencies.

A brownfield is an area of land which was used for commercial or industrial uses, and then abandoned. Some brownfields are actually perfectly usable, and simply haven't been targeted for redevelopment, but most have some form of contamination which needs to be addressed before the land or building can be used. During the brownfield remediation process, the contamination is identified and addressed. Cleanup efforts can include actively removing contaminants, isolating contaminants so that they cannot leak into the environment, or just re- zoning the land for use which allows the presence of some contaminants.

Redevelopment of brownfields is important for a number of reasons. From an environmental perspective, cleanup of contamination is important because it reduces the release of harmful contaminants into the environment, making the environment safer. Environmental cleanup can reduce health problems in the neighboring community and support plant and animal life.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for- proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of brownfields. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the redevelopment of brownfield properties within the CRA, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any brownfield redevelopment program.

Property Improvement and Rehabilitation Incentives

The improvement and rehabilitation of key blighted and/or underutilized non-residential properties within the CRA is a redevelopment strategy that is used to repurpose buildings, making them more attractive and marketable for private enterprise. Building and property improvements must be of a permanent or "fixed" nature, as allowable by Florida Statutes Chapter 163, Part III. Permanent improvements include, but are not limited to, façade improvements, structural improvements, roof repair, window repair/replacement, painting, driveway and parking improvements, water and wastewater hookups, plumbing, electrical upgrades, interior buildout, landscaping, and anything associated with bringing a structure into compliance with local or state building codes.

Similarly, the improvement and rehabilitation of blighted residential buildings and properties within the CRA is key to the appearance and integrity of residential neighborhoods.

Accordingly, the CRA may provide assistance to residential property owners and associations for the rehabilitation of their properties. Both single-family and multi-family residential units and structures are eligible for assistance. Again, these building or property improvements must be of a permanent or "fixed" nature, as allowable by Florida Statutes Chapter 163, Part III. Permanent improvements include, but are not limited to, façade improvements, structural improvements, roof repair, window repair/replacement, painting, driveway and parking improvements, water and wastewater hookups, plumbing, electrical

upgrades, interior buildout, landscaping, and anything associated with bringing a structure into compliance with local or state building codes.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights , property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees for the improvement and/or redevelopment of key blighted and/or underutilized non-residential properties. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the improvement and rehabilitation of buildings and properties within the CRA, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any building and property improvement and rehabilitation program.

Public Infrastructure Improvement, Development & Redevelopment

The provision of adequate public infrastructure improvement, development & redevelopment is essential to the health and vitality of an urban community and its residents. The lack of adequate public infrastructure is a major cause of disinvestment and the establishment of blighted conditions within communities. The development and/or improvement of Public Infrastructure is a redevelopment strategy designed to address current and future needs by increasing capacity, functionality, efficiency, and/or marketability. Public infrastructure may include but is not limited to water and wastewater utilities, roadways, traffic calming, parking, electric utilities, signalization, broadband and other innovative technologies, recreational facilities and equipment, open space, bicycle lanes, and pedestrian facilities including sidewalks, walking/biking trails, and trailheads.

Public infrastructure also includes the provision of adequate public transportation. As an incentive to local businesses and a convenience to the residents, the CRA may wish to enhance public transportation throughout the redevelopment area including but not limited to contracting with public agencies, contracting with private providers, purchasing or leasing vehicles, employing qualified staff and promoting the services.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of public infrastructure. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the development and/or redevelopment of public infrastructure, including public transportation within the CRA, with priority given to development by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any public infrastructure development and/or redevelopment program, including the provision of public transportation.

Historic Preservation

The preservation and promotion of historic properties and structures within the Community Redevelopment Area attracts residents and visitors to the area to shop with local merchants, dine in local eateries, learn about the City and its past, and engage with the community.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition including air rights, property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the improvement and/or redevelopment of historic structures and historic properties within the CRA. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate the development, redevelopment, and/or rehabilitation of historic structures and places, with priority given to development, redevelopment, and/or rehabilitation by the private sector.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any historic preservation program.

Intensified Maintenance

The appearance and aesthetic beauty of the CRA is critical for attracting residents and visitors. Patrons of the CRA and downtown area will find themselves staying longer and enjoying themselves more, when the area is as maintained and attractive as it can be. An intensified maintenance program may include, but is not limited to the maintenance of signage, entry features, lighting and security improvement, cultural enhancements, facades, plantings, and landscaping.

An intensified maintenance program may also include establishing or updating design standards for any given neighborhood within the CRA to include the downtown.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for improvement and/or redevelopment purposes related to exterior aesthetics, intensified community maintenance, and enhancement of the District tax base. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate an intensified maintenance program.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any intensified maintenance program, with priority given to development by the private sector.

Dissemination of Community Redevelopment Information

The Board may provide funding and guidance necessary to create a useful and locally tailored promotion plan as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan for the purposes of informing residents and visitors of the community redevelopment area, programs and projects thereby enhancing the District tax base. Additionally, the Board may provide funds to promote

the District and its residential and/or non-residential opportunities to residents or potential visitors. TIF funding may be utilized to recruit private investment, development, and businesses to locate or relocate to the District and expand within the District.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, and by Florida law including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for any and all legally-permissible promotion and recruitment opportunities. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate promotions and/or recruitment program.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any promotions and/or program to communicate CRA programs and projects, with priority given to development by the private sector.

Code Enforcement

Adequate and proactive code enforcement is a redevelopment strategy that is necessary to protect property values, commercial activity, and the general quality of life for residents and visitors within the CRA. Proper code enforcement can also help to attract new business development and investment by increasing the marketability, aesthetics and structural integrity of blighted properties. The CRA has the ability to augment the city's existing code enforcement efforts.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, to assist with the enforcement of municipal codes in the Community Redevelopment Area as well as to assist with compliance-required remediation, improvement and/or rehabilitation of properties within the Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support code enforcement efforts.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any program designed to augment the city's code enforcement efforts within the CRA.

Relocation Assistance

In some instances, residential and non-residential redevelopment activities may require the relocation of a business or household. The CRA may utilize TIF revenue to provide relocation assistance. Assistance may include, but is not limited to, rent/lease assistance, advertisements, distribution of pertinent information, and the cost of moving of persons (including individuals, families, business concerns, nonprofit organizations, and others).

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans,

interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for relocation initiatives directly affecting the Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support a relocation assistance program within the CRA.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any relocation assistance program within the CRA.

Community Policing

Adequate law enforcement is a necessary redevelopment strategy to help protect property values, promote activity, ensure safety, and enhance the quality of life of the residents and visitors within the CRA. When residents and visitors feel safe, activity increases, helping to facilitate new investment, new businesses, and more residents. According to Florida Statutes, the CRA may participate in community policing activities including, but not limited to, community mobilization, Neighborhood Block Watch, Citizen Patrol, neighborhood storefront police stations, support for increased or dedicated Police Department patrol within the CRA, and the installation of security and monitoring systems.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for community policing initiatives within the Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to facilitate a community policing program within the CRA.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any community policing program within the CRA.

Neighborhood Reinvestment Program

The funding of certain capital improvements, increased pride of home ownership, and elimination of certain blighted conditions facilitates the stabilization and revitalization of stressed residential neighborhoods.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees for improvement and/or redevelopment of residential properties within the Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support a neighborhood reinvestment program within the CRA.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of any neighborhood reinvestment program within the CRA.

Elderly and Disabled Assistance Program

The Board may establish and participate in a program specifically designed to assist the elderly and disabled within the CRA. Such assistance may include, but is not limited to, financial assistance for housing needs,

housing rehabilitation, wheelchair ramps, property improvements, transportation, and bringing any building or structure into compliance with the Americans with Disabilities Act (ADA). The CRA may also participate in the Communities for a Lifetime Initiative which is a partnership between the Florida Department of Elder Affairs and the American Association of Retired Persons (AARP) that assists Florida cities, towns and counties in planning and implementing improvements that benefit their residents, both youth and elder. (<http://communitiesforalifetime.org/faq.php>)

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects, transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for the purpose of assisting the elderly and disabled. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support an elderly and disabled assistance program within the CRA.

The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of an elderly and disabled assistance program within the CRA.

Disaster Prevention and Recovery

The CRA may establish and participate in program(s) that plan for the prevention or mitigation of damage caused by both natural and/or man-made disasters including, but not limited to, hurricanes, tropical storms, tornados, floods, terrorism, riots, and chemical spills or explosions. Disaster prevention and recovery programs are specifically designed to protect the public's health, safety, and welfare and prevent or remove blight due to such disasters.

The Board reserves the right to take permissible acts, provide any and all incentives, and use TIF redevelopment trust fund revenue, as allowable by Florida Statutes Chapter 163 Part III, by Florida law, and the Bartow Comprehensive Plan, including but not limited to property acquisition (including air rights), property sales at a discounted rate, public-private partnerships, grants, matching funds for grants, loans, interest payments, demolition, construction, maintenance and repair of CRA projects transaction costs, title insurance, request-for-proposal costs, promotion, consulting fees, plan or study preparation, and attorney's fees, for improvement and/or redevelopment activities related to disaster prevention and recovery within the Community Redevelopment Area. It is the intent of this plan to empower the CRA to utilize any legal development and/or redevelopment tool available to support a disaster prevention and recovery program within the CRA. The Board also reserves the right to establish rules, guidelines, and/or policies with respect to the administration of a disaster prevention and recovery program within the CRA.

Capital Improvement Plan (CIP)

Programs and projects that include greenfield, infill, brownfield, improvement/rehabilitation, preservation, maintenance, dissemination, enforcement, policing, disaster prevention and recovery, housing, sidewalks, roads, lighting, stormwater, development and redevelopment activities, sewer, water, internet, brownfield sites and area remediation, parks, parking, transit, transportation, buildings, and trails may be undertaken over time.

The following includes the District 2025-2026 Annual Budget and a draft Capital Improvements Plan for FY 2025-2026 through 2030-2031.

Bartow Community Redevelopment Agency

Fiscal Year 2025-2026 Annual Budget		
Account Number	Description	FY25/26
Estimated Revenues		
	City	1,304,123.00
	County	1,425,985.00
	Total TIF	2,730,108.00
	CRA Incurred Debt	-
	Accumulated Balance	2,730,108.00
	Unassigned Carryforward Funds FY 24/25	-
	Cash	2,200,000.00
TOTAL REVENUES & BALANCES		4,930,108.00
Expenditures		
Obligations		
559201-881-052	CRA Construction Building Projects	2,600,000.00
559201-991-001	Bond (Debt Service)	-
	Sub-Total	2,600,000.00
Contractual Services		
559201-334-900	Personnel	275,028.00
559201-334-905	Community Policing	113,892.00
559201-334-900	Property Maintenance	40,000.00
559201-334-900	Main Street Bartow	60,000.00
559201-334-900	Marketing & Communication Services	2,000.00
559201-346-055	Main Street Custodial	80,000.00
	Sub-Total	570,920.00
Policy and Project Programs		
559201-881-033	Property Acquisition	1,000.00
559201-334-008	Demolition/Code Enforcement	60,000.00
559201-881-009	Banner Pole Project	8,000.00
559201-881-030	Arts in Public Places	50,000.00
559201-633-019	CIP- Flood Mitigation and Drainage	-
559201-663-020	CIP- Sidewalk Enhancement	-
559201-663-021	CIP- Smart City Program	1,000.00
559201-881-051	Quality of Life & Community Improvements	10,000.00
Business Retention Grant		
559201-881-043	Commercial Enhancement Grant	100,000.00
559201-881-028	Small Business Incentive	1,000.00
559201-881-053	Anchor Tenant Grant	1,000.00
559201-881-044	Façade Grant	100,000.00
Housing and Grant Incentives-		
559201-881-027	Permit and Impact Fees Assessment	60,000.00
559201-881-045	House Rehab Program	350,000.00
559201-881-054	Down Payment Assistance	60,000.00
559201-881-049	Future Initiatives/Projects	100,000.00
	Sub-Total	902,000.00
Operations		
559201-348-002	Advertising	1,000.00

559201-332-100	Audit & Accounting	7,000.00
559201-345-010	Insurance	5,100.00
559201-354-001	Dues and Subscriptions	4,000.00
559201-331-100	Legal	35,000.00
559201-331-300	Consulting Services	340,000.00
559201-349-001	Miscellaneous	30,000.00
559201-346-002	Office Furniture & Equipment	6,000.00
559201-351-001	Supplies	10,000.00
559201-341-012	Postage	500.00
559201-347-010	Printing & Binding	2,000.00
559201-341-004	Telephone / Internet	2,695.00
559201-341-000	Utilities - CRA Building	1,019.00
559201-344-004	Office Lease	70,000.00
559201-340-100	Travel/Training - STAFF	20,000.00
559201-340-101	Travel/Training - BOARD	15,000.00
559201-349-803	Allocated City Clerk	20,345.00
559201-349-805	Allocated Human Resources	3,765.00
559201-349-806	Allocated Purchasing	594.00
Sub-Total		574,018.00
TOTAL EXPENDITURES		4,646,938.00
Budgeted Fund Balance, End of Year (September 30)		283,170.00

BARTOW COMMUNITY REDEVELOPMENT AGENCY (CIP)		25/26	26/27	27/28	28/29	29/30	30/31
ACCOUNT NUMBER	Description						
OBLIGATIONS							
559201-881-052	CRA Construction Building Projects						
559201-991-001	Bond (Debt Service)						
CONTRACTUAL SERVICES							
559201-334-900	Personnel	✓	✓	✓	✓	✓	✓
559201-334-905	Community Policing	✓	✓	✓	✓	✓	✓
559201-334-900	Property Maintenance	✓	✓	✓	✓	✓	✓
559201-334-900	Main Street Bartow	✓	✓	✓	✓	✓	✓
559201-334-900	Marketing & Communication Services	✓	✓	✓	✓	✓	✓
559201-346-055	Main Street Custodial	✓	✓	✓	✓	✓	✓
POLICY AND PROJECT PROGRAMS							
559201-881-033	Property Acquisition	✓	✓	✓	✓	✓	✓
559201-334-008	Demolition/Code Enforcement	✓	✓	✓	✓	✓	✓
559201-881-009	Banner Pole Project	✓	✓	✓	✓	✓	
559201-881-030	Arts in Public Places	✓	✓	✓	✓	✓	✓
559201-633-019	CIP- Flood Mitigation and Drainage						✓
559201-663-020	CIP- Sidewalk Enhancement						✓
559201-663-021	CIP- Smart City Program	✓	✓	✓	✓	✓	✓
559201-881-051	Quality of Life & Community Improvements	✓	✓	✓	✓	✓	✓
BUSINESS RETENTION GRANT							
559201-881-043	Commercial Enhancement Grant	✓	✓	✓	✓	✓	✓
559201-881-028	Small Business Incentive	✓	✓	✓	✓	✓	✓

559201-881-053	Anchor Tenant Grant	✓	✓	✓	✓	✓	✓
559201-881-044	Façade Grant	✓	✓	✓	✓	✓	✓
HOUSING AND GRANT INCENTIVES							
559201-881-027	Permit and Impact Fees Assessment	✓	✓	✓	✓	✓	✓
559201-881-045	House Rehab Program	✓	✓	✓	✓	✓	
559201-881-054	Down Payment Assistance	✓	✓	✓	✓	✓	
559201-881-049	Future Initiatives/Projects	✓	✓	✓	✓	✓	✓
OPERATIONS		✓	✓	✓	✓	✓	✓

Analysis of Future Growth & Tax Increment Finance (TIF) Projections

Funding for CRA Programs and Projects

CRA programs and projects are primarily funded through the Redevelopment Trust Fund utilizing TIF revenues generated within the Community Redevelopment Area. Other funding sources may include grants, bonds, and loans. Improvements identified in the update may be funded by partnerships with public and private organizations and there may be additional opportunities to obtain financial assistance from other levels of government to execute programs and projects identified in the redevelopment plan.

Federal Grants – The U.S. Department of Housing and Urban Development (HUD) has many grants that it distributes to state, county, and City governments as well as non-government organizations throughout the U.S. The Office of Community Development through the Department of Housing and Urban Development (HUD) focuses on urban renewal and development. The United States Department of Agriculture (USDA) provides a variety of grants for areas with fewer than 20,000 residents to finance revitalization projects or to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population.

State and Local Grants – Some grants are distributed through state, county, and local governments. Some examples include the Affordable Housing Catalyst Program, Brownfields Economic Development Initiative, Center for Building Better Communities, Community and Economic Development Program, Economic Development Administration Loans/Grants, Financial Assistance for Research and Development Projects, Florida Small Cities Community Development Block Grant, and Urban Design, City Planning and Redevelopment Initiatives.

State Historical Funds – The State Division of Historic Resources offers small grants with no matching requirement which may be used to complete a survey of historic structures.

Incentives – In an effort to establish a competitive posture and create jobs and wealth, many communities provide access to financial incentives. In order to support targeted economic growth, the development of finance tools to expand capital for economic development and fund targeted programs or projects would be beneficial. Beyond financial, incentives in the form of waived review fees and shortened review timeframes to properties within the CRA if projects are in conformance with the design guidelines, could also be considered.

Public-Private Partnerships – The City may be able to partner with private companies and/or civic organizations to meet a number of the goals identified within the Community Redevelopment Plan and Downtown Vision and Action Plan.

Millage Rates

A mill is a ratio used to calculate ad valorem revenue. For example, if a tax rate is 1.00 mill and the taxable value of a piece of property is \$1,000, one dollar of revenue is generated. Table 13 includes the millage

rates for Bartow and Polk County from 2010 through 2021. The millage rates are specific to the County and City of Bartow and do not include the millage rates for the School Board or Water Management Districts. Bartow's millage rate fell from 2014 to 2022. The millage rate has increased each year since 2021. Polk County's millage rate fell from 2014 to 2015 and remained the same through 2017. It increased in 2018, and decreased in 2020, 2022, 2023, and 2024. Based on historical trends, the projected millage rate is set as the 2024 millage rate.

TABLE 13: MILLAGE RATES

Year	City Millage Rate	County Millage Rate	Combined Millage Rate
2014	3.9075	6.8665	10.7740
2015	3.8387	6.7815	10.6202
2016	3.8044	6.7815	10.5859
2017	3.6541	6.7815	10.4356
2018	3.5378	7.1565	10.6943
2019	3.2768	7.1565	10.4333
2020	3.0862	6.8990	9.9852
2021	4.0000	6.8990	10.8990
2022	4.6080	6.6920	11.3000
2023	6.1080	6.6852	12.7932
2024	6.1080	6.6348	12.7428

Source: Polk County Property Appraiser's Office

According to the Florida Department of Revenue, the City of Bartow levied \$7,297,393 of ad valorem taxes in FY 2023-2024 and \$8,180,955 of ad valorem taxes in FY 2024-2025, which is a 12.1 percent increase. Approximately 3.6 percent of the taxes were levied on new construction in FY 2023-2024 and 5.8 percent were levied on new construction in FY 2024-2025.

Assessed Values

The Assessed Values for the properties in the Bartow CRA District increased each year except for 2018, with the strongest increase in 2022. The growth in assessed values in the Bartow CRA District was not as strong as the growth in the City of Bartow or the area located outside the Downtown CRA District, except for 2022. The growth in assessed values in these areas also increased each year, except for 2018. This is partially explained through the addition of annexed lands in these areas while the Downtown CRA district boundary remains the same. From 2016 to 2024, the Bartow CRA District experienced a 59.5 percent increase in assessed values, the area outside the CRA experienced a 104.7 percent increase in assessed values, and the City of Bartow experienced a 90.7 percent increase in assessed values.

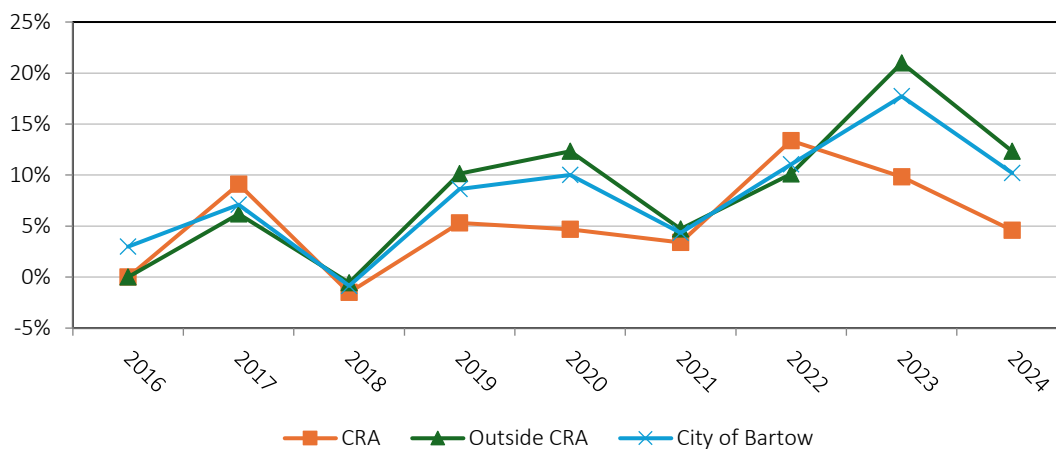
TABLE 14: ASSESSED VALUES

Year	Within CRA		Outside CRA		City of Bartow	
	Total Value	Percent Change from previous Year	Total Value	Percent Change from previous Year	Total Value	Percent Change from previous Year
2016	\$313,990,954	--	\$696,953,102	--	\$1,010,944,056	--
2017	\$342,558,768	9.10%	\$740,148,242	6.20%	\$1,082,707,010	7.10%
2018	\$337,371,271	-1.51%	\$736,038,376	-0.56%	\$1,073,409,647	-0.86%
2019	\$355,238,230	5.30%	\$810,658,758	10.14%	\$1,165,896,988	8.62%
2020	\$371,899,366	4.69%	\$910,530,911	12.32%	\$1,282,430,277	10.00%

2021	\$384,536,151	3.40%	\$953,346,216	4.70%	\$1,337,882,367	4.32%
2022	\$435,951,790	13.37%	\$1,049,647,271	10.10%	\$1,485,599,061	11.04%
2023	\$478,807,091	9.83%	\$1,269,970,537	20.99%	\$1,748,777,628	17.72%
2024	\$500,759,213	4.58%	\$1,426,608,498	12.33%	\$1,927,367,711	10.21%
Overall Change	\$186,768,259	59.48%	\$729,655,396	104.69%	\$916,423,655	90.65%

Source: Polk County Property Appraiser's Office and the City of Bartow

Figure 5: Annual Percent Change in Assessed Value History - Bartow CRA, Outside the CRA, and City of Bartow



Taxable Values

The Total Taxable Values for the properties in the Bartow CRA District increased every year, with the strongest increase between 2021 and 2022. The growth in Total Taxable Values in the Bartow CRA District was not as strong as the growth in the City of Bartow or the area located outside the Bartow CRA District. The growth in Total Taxable Values in these areas has increased each year from 2016 through 2024 on average of 11.7 percent. This is partially explained through the addition of annexed lands in these areas while the Bartow CRA district boundary remains the same. From 2016 to 2024, the Bartow CRA District experienced a 75.3 percent increase in Total Taxable Values, the area outside the CRA experienced a 149.8 percent increase in Total Taxable Values, and the City of Bartow experienced a 127.7 percent increase in Total Taxable Values.

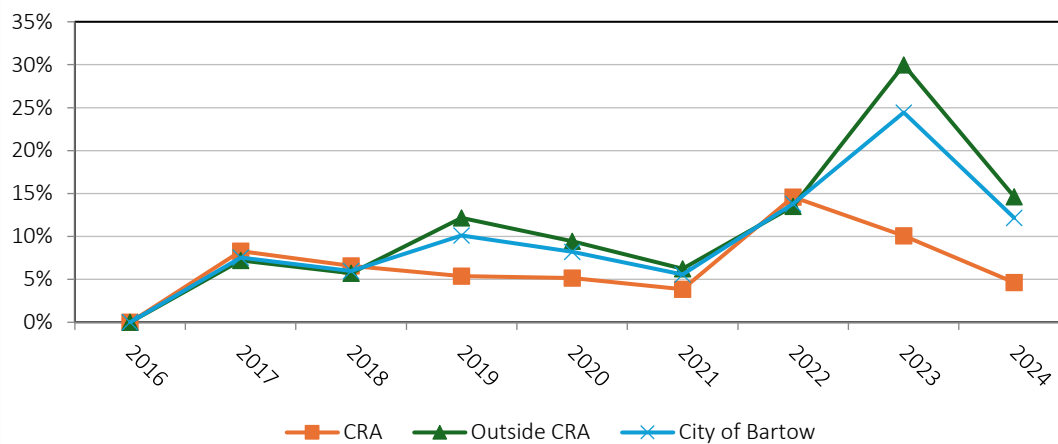
TABLE 15: BARTOW CRA TOTAL TAXABLE VALUES

Year	Within CRA		Outside CRA		City of Bartow	
	Taxable Value	Percent Change from previous Year	Taxable Value	Percent Change from previous Year	Taxable Value	Percent Change from previous Year
2016	\$174,984,694	--	\$412,403,215	--	\$587,387,909	--
2017	\$189,493,414	8.29%	\$442,100,071	7.20%	\$631,593,485	7.53%
2018	\$201,947,210	6.57%	\$467,372,565	5.72%	\$669,319,775	5.97%
2019	\$212,810,090	5.38%	\$524,237,284	12.17%	\$737,047,374	10.12%

2020	\$223,813,629	5.17%	\$573,725,175	9.44%	\$797,538,804	8.21%
2021	\$232,469,056	3.87%	\$609,502,982	6.24%	\$841,972,038	5.57%
2022	\$266,381,339	14.59%	\$691,836,817	13.51%	\$958,218,156	13.81%
2023	\$293,177,957	10.06%	\$899,177,869	29.97%	\$1,192,355,826	24.43%
2024	\$306,718,674	4.62%	\$1,030,516,643	14.61%	\$1,337,235,317	12.15%
Overall Change	\$131,733,980	75.28%	\$618,113,428	149.88%	\$749,847,408	127.66%

Source: Polk County Property Appraiser's Office and the City of Bartow

Figure 6: Annual Percent Change in Total Taxable Value History - Bartow CRA, Outside the CRA, and City of Bartow



Tax Increment Revenue Projections

The 2021 CRA Plan Update projected an annual increase in taxable value that varied from 1.2 percent to 5.5 percent. From 2016 to 2024, the annual percent change in taxable value for the Downtown CRA District averaged to 7.3 percent.

The revenue projections assume an annual increase of 5.0 percent in taxable values within the CRA district. Table 16 includes the forecast revenue projections for the Bartow CRA District from 2025 through 2050. The tax increment is the difference between the base year (\$97,207,480) and the forecast year. The contribution rate is at 95% with a city tax rate of 6.1080 mills and a county tax rate of 6.6348 mills.

TABLE 16 BARTOW CRA REVENUE PROJECTION

<i>Year</i>	Area Tax Base (Taxable Value) (\$)	Base Year Taxable Value (\$)	Tax Base Increment (\$)	City Millage	County Millage	Increment Revenues 95% (\$)	Cumulative Revenue (\$)
2025	\$322,054,608	\$97,207,480	\$224,847,128	6.1080	6.6348	\$2,721,923	\$2,721,923
2026	\$338,157,338	\$97,207,480	\$240,949,858	6.1080	6.6348	\$2,916,857	\$5,638,780
2027	\$355,065,205	\$97,207,480	\$257,857,725	6.1080	6.6348	\$3,121,538	\$8,760,318
2028	\$372,818,465	\$97,207,480	\$275,610,985	6.1080	6.6348	\$3,336,453	\$12,096,771
2029	\$391,459,389	\$97,207,480	\$294,251,909	6.1080	6.6348	\$3,562,114	\$15,658,884
2030	\$411,032,358	\$97,207,480	\$313,824,878	6.1080	6.6348	\$3,799,057	\$19,457,942
2031	\$431,583,976	\$97,207,480	\$334,376,496	6.1080	6.6348	\$4,047,848	\$23,505,790
2032	\$453,163,175	\$97,207,480	\$355,955,695	6.1080	6.6348	\$4,309,079	\$27,814,868
2033	\$475,821,333	\$97,207,480	\$378,613,853	6.1080	6.6348	\$4,583,371	\$32,398,239
2034	\$499,612,400	\$97,207,480	\$402,404,920	6.1080	6.6348	\$4,871,377	\$37,269,616
2035	\$524,593,020	\$97,207,480	\$427,385,540	6.1080	6.6348	\$5,173,784	\$42,443,400
2036	\$550,822,671	\$97,207,480	\$453,615,191	6.1080	6.6348	\$5,491,311	\$47,934,711
2037	\$578,363,805	\$97,207,480	\$481,156,325	6.1080	6.6348	\$5,824,715	\$53,759,426
2038	\$607,281,995	\$97,207,480	\$510,074,515	6.1080	6.6348	\$6,174,789	\$59,934,215
2039	\$637,646,095	\$97,207,480	\$540,438,615	6.1080	6.6348	\$6,542,366	\$66,476,581
2040	\$669,528,399	\$97,207,480	\$572,320,919	6.1080	6.6348	\$6,928,322	\$73,404,904
2041	\$703,004,819	\$97,207,480	\$605,797,339	6.1080	6.6348	\$7,333,577	\$80,738,480
2042	\$738,155,060	\$97,207,480	\$640,947,580	6.1080	6.6348	\$7,759,093	\$88,497,574
2043	\$775,062,813	\$97,207,480	\$677,855,333	6.1080	6.6348	\$8,205,886	\$96,703,460
2044	\$813,815,954	\$97,207,480	\$716,608,474	6.1080	6.6348	\$8,675,019	\$105,378,478
2045	\$854,506,752	\$97,207,480	\$757,299,272	6.1080	6.6348	\$9,167,607	\$114,546,086
2046	\$897,232,089	\$97,207,480	\$800,024,609	6.1080	6.6348	\$9,684,826	\$124,230,912
2047	\$942,093,694	\$97,207,480	\$844,886,214	6.1080	6.6348	\$10,227,905	\$134,458,817
2048	\$989,198,378	\$97,207,480	\$891,990,898	6.1080	6.6348	\$10,798,139	\$145,256,956
2049	\$1,038,658,297	\$97,207,480	\$941,450,817	6.1080	6.6348	\$11,396,883	\$156,653,839
2050	\$1,090,591,212	\$97,207,480	\$993,383,732	6.1080	6.6348	\$12,025,566	\$168,679,405

Anticipated Cost of Redevelopment Activity

Florida Statutes Section 163.362(9) requires a community redevelopment plan to contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area, and any indebtedness of the community redevelopment agency or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.

Using the foregoing Tax Increment Revenue Projections as a basis, and assuming, for analytical purposes, that the CRA maintains a similar ratio of expenditures for services, programs, projects, and operations identified in the CRA's Fiscal Year 2025-2026 Budget for each municipal fiscal year, the planned projected costs of redevelopment for Fiscal Year 2025-2026 through Fiscal Year 2049-2050 are:

- **Contractual Services** (inclusive of agency personnel, community policing, property maintenance, marketing and communications services, and custodial services): **\$32,219,342**,
- **Policy and Project Programs, Grants, and Incentives** (inclusive of property acquisition, demolition and code enforcement, business grants, and housing incentives): **\$50,903,535**,
- **Operations** (inclusive of consulting services, legal services, and ordinary office expenses): **\$32,394,174**, and
- **Uncategorized Redevelopment Expenses**: **\$53,162,352**.

This plan empowers the CRA Board, as part of the CRA's annual budget process, to make any adjustment in spending deemed necessary to make improvements to properties within the community redevelopment area, develop and spend redevelopment trust funds on publicly funded capital projects, acquire and sell properties, accomplish plan goals and redevelopment objectives, and otherwise address conditions of blight within the community redevelopment area.

This plan further empowers the CRA Board to devote increment revenues to the payment of indebtedness, specifically including taxable and/or tax-exempt bonds and loans issued in any amount, so long as the total annual cost for repayment of principal and interest for such bonds and loans does not exceed the sum of 100% of the annual increment revenue deposits received from taxing authorities plus 100% of any annual operating revenue realized from CRA projects.

Based on the foregoing, the Total Anticipated Cost for Redevelopment Activities in this Plan, inclusive of Contractual Services, Policy and Project Programs, Grants, Incentives, Operations and Optional Unassigned Redevelopment Expenses, all of which or none of which may, at the option of the CRA Board, be spent on publicly funded capital projects or on the repayment of principal and interest of indebtedness, is \$168,679,405.

Appendix A: Legal Description/Parcel ID

252931000000011020	253008000000021040	253009425100001120
252931000000012020	253008000000021020	253009425100001030
253004000000034070	253008000000021010	253009424500003040
253005000000011020	253009424500005090	253009425100002030
253005381000000010	253009424500001250	253009425200001010
253005384522000010	253009424500005120	253009424500003180
253006000000023080	253009424500002220	253009425200001020
253006000000023190	253009424500001270	253009425200001030
253006386000002010	253009425100002080	253009425200001040
253006392500000600	253009426810000040	253009425200001050
253006393000000011	253009424500002270	253009424500002420
2530063930000000250	253008406500018170	253009425200001060
253009000000033440	253008406500018190	253009425200001070
253009000000033590	253009426810000050	253009425200001080
2530084090000004052	253008406500019210	253009425200001090
2530084090000004051	253008406500019250	253009424500001420
253009424500006010	253009424500004010	253009425200003020
253009424500006181	253009425100001080	253009425200003030
253009424500002012	253009425100001070	253009425200003040
253009424500002011	253009425100002070	253009425200003050
253009424500001010	253009424500002300	253009425200003060
253009424500001080	253009426810000030	253009425200003070
2530084090000004021	253009426810000060	253009425200003080
253008000000021030	253009424500004060	253009425200003090
253009424500006140	253009426810000021	253009425200003100
253009424500001100	253009425100001090	253009424500003060
253009424500006060	253009425100001060	253009424500003160
253009424500002070	253009425100002060	253009425100001130
253009424500006120	253009424500002330	253009425100001020
253009424500001120	253008406500002140	253009424500002450
253009424500005010	253009426810000070	253009425200001170
253009424500005210	253008406500002180	253009425200001160
253009424500002122	253009425100001100	253009425200001150
253009424500002160	253009425100001050	253009425200001140
2530084090000004010	253009425100002050	253009425200001130
253008000000021050	253009424500002360	253009425200001120
253009424500001160	253009426810000080	253009425200001110
253009424500005030	253009424500001391	253009425200001100
253009424500005180	253009425100001110	253008406500002210
253009424500002170	253009425100001040	253009424500001460
253009424500001182	253009425100002040	253009424500003080
253009424500005060	253008406500002160	253009000000043030
253009424500005150	253009426810000010	253009424500003120
253009424500002190	253009424500002390	253009424500002480
253009424500001220	253009425200003010	253009000000043020
2530084090000001010	253009426810000090	253009425100002010
253009425100001140	253009426300003130	253009423600007060
253009425100001010	253009000000034030	253009426300002190
253008407000005090	253009000000034150	253009426200002060

253008407000005062	253009423600007150	253009423600006060
253008407000005082	253009423600007120	253009426300003060
253009425200002100	253008407000004091	253009424000006010
253009425200002110	253009426300002250	253009424000006020
253009425200002120	253009426200002120	253008407000003010
253009425200002130	253009423600006120	253009424000006030
253009425200002140	253009426300003120	253008407000003030
253009425200002150	253009423600007160	253009424000007010
253009425200002160	253009423600007110	253008407000007010
253009425200002170	253009426300002240	253008407000007050
253009425200002180	253009426200002110	253009424000007020
253009425200002190	253009423600006110	253009424000007030
253009425200002010	253009426300003110	253009424000007050
253009425200002020	253009423600007170	253009424000007072
253009425200002030	253009423600007100	253009424000007071
253009425200002040	253009426300002230	253009000000034220
253009425200002050	253009426200002100	253009423600007220
253008407000005081	253009423600006100	253009423600007050
253009425200002060	253009426300003100	253009423600006050
253009425200002070	253008407000004040	253009426300002180
253009425200002080	253008407000004060	253009426200002050
253009425200002090	253009000000032010	253009426300003050
253009000000034140	253009423600007180	253009423600007231
253009423600006160	253009423600007090	253009423600007040
253009423600006170	253009426300002220	253009423600006040
253009423600006180	253009426200002090	253009426300002170
253009426200004010	253009423600006090	253009426200002040
253008407000005050	253009426300003090	253009426300003040
253009426300003160	253009423600007190	253008407000008012
253009423600006150	253009423600007080	253008407000002010
253008407000007120	253009426300002210	253008407000006010
253009426300003150	253009426200002080	253008407000008011
253009000000034190	253009423600006080	253009424000003110
253009000000034130	253009426300003080	253009424000003130
253009000000034090	253009000000034170	253009424000003140
253009000000034100	253009000000034230	253009424000003150
253009000000034080	253009000000034040	253009424000003160
253009423600006140	253009000000034020	253009424000003180
253009426300003140	253009423600007200	253009424000003190
253009000000034120	253009423600007070	253009424000003200
253009423600007140	253009426300002200	253009424000004070
253009423600007130	253009426200002070	253009424000004090
253009426300002260	253009423600006070	253009424000004110
253009426200002130	253009426300003070	253009424000004120
253009423600006130	253009423600007210	253009000000034010
253009424100002031	253008410500001040	253009426500004090
253009423600006030	253008410500001030	253009426500004100
253009423600007240	253008410500001010	253009426500004110
253009423600007030	253009000000032030	253009426500003010
253009426300002160	253009423600005010	253009426500003030

253009426200002030	253009424000001010	253009426500003040
253009426300003030	253009423600005020	253009426500003050
253009423600006020	253009424000001020	253009426500003060
253009423600007250	253009423600005030	253009426500003070
253009423600007020	253009423600005040	253009426500003080
253009426300002150	253009424000001041	253009426500003090
253009426200002020	253009423600005050	253009426500003100
253009426300003020	253009424000001060	253009426500003120
253009424000003010	253009426200001010	253009426500003130
253009424000003030	253009424000001070	253008414500034050
253009424000003040	253009426200001020	253008414500034060
253009424000003050	253009424000001090	253008414500024050
253009424000003060	253009426200001040	253008414500024060
253009424000003090	253009424000002010	253008414500014030
253009424000003100	253009426200001050	253008414500084050
253009424000004013	253009424000002020	253008414500074051
253009424000004012	253009424000002030	253008414500054060
253009424100002010	253009424000002040	253008414500044050
253009424100002020	253009424100001010	253009424200003010
253009424100002032	253009424100001020	253009424200003030
253009424100002040	253009424100001030	253009424200003040
253009424100002050	253009424100001051	253009424200003051
253009424100002060	253009000000032040	253009424200003060
253009423600006010	253008414500024070	253008415000007031
253008410500004090	253008414500024080	253009424200003070
253008410500004080	253008414500084070	253009424200003080
253008410500004070	253008414500084082	253009424200003090
253008410500004060	253008414500084081	253008415000007032
253008410500004050	253008414500074080	253009424200003100
253008410500004040	253008414500064071	253009424200003110
253008410500004030	253008414500054072	253009424200003120
253008410500004010	253008414500054071	253009426800002110
253009423600007010	253008414500054080	253009426800002130
253009423600007260	253008414500044070	253009426800002140
253009426200002010	253008414500044080	253009426800002160
253009426200002140	253009424200003020	253009426800002170
253009426200003010	253009426500004010	253008414500064072
253009424100001052	253009426500004020	253008414500044060
253008410500001090	253009426500004030	253008414500034030
253008410500001080	253009426500004040	253008414500034040
253008410500001070	253009426500004050	253008414500024030
253008410500001060	253009426500004060	253008414500024040
253008410500001050	253009426500004080	253008414500084042
253008414500074040	253009426500001020	253008414500073050
253008414500054040	253009426500001010	253008414500073060
253008414500044022	253009424200002030	253008414500063050
253009426500001062	253009424200002180	253008414500063060
253008415000007011	253009424200002170	253008414500053050
253008415000007012	253009424200002160	253008414500043050
253008414500084090	253009424200002150	253008414500043060

253009424200002040	253009424200002140	253009426000004060
253008414500034022	253009424200002130	253009426000004050
253008414500034021	253009424200002120	253009426000004040
253008414500034010	253008417500000121	253009426000004031
253008414500024020	253008417500000090	253009426000004010
253008414500024010	253008417500000070	253009426000005060
253008414500014010	253008417500000020	253009426000005050
253008414500084020	253008417500000010	253009426000005040
253008414500084012	253008414500084110	253009426000005030
253008414500084011	253008414500083072	253009426800001110
253008414500074020	253009424200002020	253009426000005010
253008414500074010	253008414500033070	253009426800001120
253008414500064020	253008414500083081	253009426800001130
253008414500064012	253008414500073070	253009426800001140
253008414500064011	253008414500073080	253009426800001150
253008414500054020	253008414500063072	253009426800001160
253008414500054010	253008414500063071	253009426800001170
253008414500044021	253008414500063081	253009426800001180
253008414500044010	253008414500063082	253009426800001190
253008417500000122	253008414500053070	253009426800001200
253009426500002130	253008414500053080	253009000000033460
253009426500002110	253008414500043070	253009000000033720
253009426500002100	253008414500043080	253009426000003060
253009426500002050	253008414500083071	253009426000003050
253009426800002100	253009424200002010	253009426000003040
253009426500002030	253008414500053061	253008414500053041
253009426800002080	253009424200002050	253008415000006031
253009426800002060	253009000000033480	253008414500023030
253009426500002010	253009000000033490	253008414500083040
253009426800002050	253009000000033470	253008414500073031
253009426800002030	253009424200002060	253008414500073041
253009426800002020	253008414500083050	253008414500063040
253009426800002010	253009424200002070	253008414500053042
253009426500001110	253009424200002080	253009000000033560
253009426500001100	253009424200002090	253008414500043030
253009426500001081	253009424200002100	253008414500043041
253009426500001070	253009424200002110	253008414500083023
253009426500001061	253008414500023050	253008414500033010
253009426500001050	253008414500023060	253008414500023020
253009426500001041	253008414500013032	253008414500023012
253009426500001030	253008414500083060	253008414500023013
253008414500013012	253008414500082081	253008414500052030
253008414500013021	253008414500072072	253008414500052040
253008414500083022	253008414500072071	253008414500042030
253008414500083021	253008414500072080	253008414500042041
253008414500083010	253008414500022080	253009000000033840
253008414500073020	253008414500052081	253009000000033570
253008414500073012	253008414500052082	253008414500022013
253008414500073011	253008414500042082	253008414500022012
253008414500063020	253008414500012040	253008414500022022

253008414500063010	253008414500062052	253008414500022021
253008414500053020	253009000000031140	253008414500082014
253008414500053012	253008414500042062	253008414500082011
253008414500053011	253009000000033330	253008414500082012
253008414500043020	253009000000033102	253008414500072020
253008414500043011	253009000000033300	253008414500072010
253008414500043012	253009000000033830	253008414500062020
253009426800001100	253008414500022052	253008414500062012
253009426800001080	253008414500022060	253008414500062011
253009426800001060	253008414500012030	253008414500052020
253009426800001050	253008414500072050	253008414500052010
253009000000033430	253008414500072060	253008414500042020
253009426800001010	253008414500062053	253008414500042011
253009000000033420	253008414500062051	253008414500042012
253009000000033410	253008414500062062	253009000000033270
253009000000033390	253008414500052060	253009000000033260
253009426000003012	253008414500042050	253009000000033250
253009426000002030	253008414500042061	253009000000033240
253009426000002020	253009000000033520	253009000000033230
253009426000002010	253009000000033190	253009000000033140
253009426000001070	253009000000033770	253009000000033101
253009426000001060	253009000000033780	253009000000033110
253009426000001050	253009000000033760	253009000000033130
253009426000001040	253009000000033750	253009000000033090
253009426000001030	253008415000006022	253009000000033790
253009426000001010	253009000000033740	253009000000033500
253009424200001010	253009000000033160	253009000000031060
253009424200001050	253009000000033850	253009000000031030
253009424200001060	253009000000033180	253008414500012011
253009424200001070	253008416500000010	253008415500000170
253009424200001080	253009000000033150	253009000000033080
253009424200001090	253009000000031070	253009000000033070
253009424200001100	253009000000033730	253008414500081080
253009424200001110	253008414500022041	253008414500031070
253009424200004002	253008414500012020	253008414500061080
253008415000006021	253008414500072030	253008414500021080
253009000000033200	253008414500072040	253008414500051070
253008414500062072	253008414500083110	253008414500051080
253009000000031150	253008414500083091	253008414500041070
253008415500000141	253008415500000011	253005383000002120
253009000000033700	253008414500081020	253005382000000031
253009000000033670	253008414500081010	2530053820000000200
253008414500041080	253008414500061020	253005000000022230
253009000000033022	253008414500061012	253005000000022080
253009000000033060	253008414500061011	2530053840000000090
253009000000033710	253008414500081100	253005384500002220
253009000000033640	253008414500051021	253005384500002100
253009000000033210	253009000000033021	253005384500001220
253008415500000080	253009000000033550	253005384500001120
253008414500031050	253008414500051010	253005367000002030

253008414500031060	253009000000033050	253005379000009480
253008414500021050	253009000000033040	253005382000000040
253008414500021060	253008414500041010	253005382000000190
253008414500081050	253009000000033120	253005384000000100
253008414500081060	253009000000033600	253005384500002090
253008414500061050	253009000000033620	253005384500001210
253009000000033030	253009000000033580	253005384500001090
253008414500061060	253009000000033660	253005000000024020
253008414500051051	253005382500000014	253005384000000110
253008414500051060	253009000000033220	253005382500000016
253008414500041050	253005382500000015	253005382000000180
253008414500041060	253005382500000012	253005383000002050
253009000000033630	253005000000022060	253005383000002040
253009000000033680	253005382000000011	253005000000022100
253009000000033690	253005382000000012	253005000000022180
253009000000033530	2530053820000000221	253005382000000050
253008414500051041	2530053820000000222	253005383000002010
253008415500000060	253005382500000013	253005000000022110
253008414500021031	253005382500000011	253005000000022210
253008414500031030	253005367000002240	253005000000022030
253008414500021032	253005000000022070	253005384500002200
253008414500021040	253005384500002231	253005384500002080
253008414500081040	253005382000000020	253005384500001200
253008414500061030	253005382000000032	253005384500001080
253008414500061040	253005384000000030	253005367000002040
253008414500051030	253005384000000040	253005367000002210
253008415500000040	253005384000000050	253005384000000230
253008414500031022	253005384000000070	253005382500000043
253008414500031023	253005379000004302	253005000000022090
253008414500031010	253005379000004301	253005382000000060
253008414500021020	253005367000001231	253005384000000122
253008414500021010	253005367000002010	253005384000000121
253008414500011010	253005367000002230	253005000000024090
253008415500000022	253005383000002070	253005384500002190
253008415500000021	253005383000002080	253005384500002070
253008415500000012	253005383000002100	253005384500001190
253008415500000013	253005383000002110	253005379000004260
253005379000008461	253005000000022240	253005381500000961
253005379000008440	253005384000000160	253005381500000950
253005382000000160	253005000000022150	253005381500000910
253005000000022170	253005383000001060	253007400000010044
253005384000000142	253005383000001050	253007400000010045
253005384000000141	253005383000001030	253007400000010042
253005384500002180	253005000000024080	253005379000003200
253005384500002060	253005383000001020	253005379000006360
253005384500001180	253005382000000120	253007400000010043
253005384500001060	253005383000001010	253007400000010046
253005367000002070	253005382000000090	253005375000022021
253005367000002180	253005384500002150	253005375000006040
253005382000000070	253005382500000082	253005375000002030

253005382000000150	253005367000001150	253005375000002040
253005383000001070	253005384500001030	253005375000019040
253005383000001080	253005382500000081	253005379000001040
253005383000001090	253005379000007400	253005378000009050
253005384000000150	253005379000007430	253005378000002370
253005384000000203	253005000000022120	253005378000009030
253005384000000202	253005000000022140	253005378000009020
253005384000000201	253005000000022220	253005383500000403
253005384500001170	253005384500002140	253005383500000402
253005000000022040	253005367000001110	253006000000024130
253005382500000061	253005367000001140	253006385000003010
253005382500000041	253005367000002140	253006385000002010
253005383000001100	253005381500000992	253005378000002390
253005383000001110	253005000000024050	253005379000001030
253005383000001120	253005379000003210	253005000000024040
253005384500002170	253005384500002130	253005381500000660
253005384500002050	253005384500002010	253005383500000310
253005367000001070	253005384500001010	253005383500000320
253005384500001050	253005367000001120	253005383500000350
253005367000002080	253005367000001130	253005383500000360
253005367000002170	253005367000002120	253005383500000371
253005000000022050	253005367000002130	253005383500000372
253005384000000190	253005000000022020	253005383500000380
253005382000000131	253006385000003042	253005383500000390
253005000000022160	253005000000022010	253005383500000401
253005384000000181	253005000000022250	253005376000000050
253005382500000070	253006385000003041	253005376000000013
253005384500002160	253005381500001130	253005375000006020
253005384500002040	253005381500001110	253005375000003010
253005384500001160	253005381500001090	253005375000006010
253005384500001040	253005381500001070	253005375000002012
253005367000001160	253005381500001050	253005375000002011
253005367000002160	253005381500001030	253005375000005010
253005384000000182	253005381500000991	253005375000001010
253005379000003240	253005381500000980	253005375000019020
253005375000019010	253005381500000600	253006385000001010
253005378000001090	253005381500000570	253006000000024010
253005378000009060	253005381500000550	253007400000010013
253005379000002182	253005381500000520	253007400000010011
253005378000009010	253005381500000500	253005372500022010
253005378000006080	253005381500000480	253005372500018010
253005379000002181	253005381500000460	253005372500017021
253005378500004560	253005381500000440	253005372500017010
253005381500000680	253005381500000430	253005384100016022
253005381500000710	253005381500000410	253005384100016021
253005381500000730	253005381500000400	253005384100016013
253005381500000750	253005381500000390	253005384100016012
253005381500000770	253005381000000450	253005384100016011
253005381500000782	253006000000024100	253005372500015021
253005381500000800	253005381000000430	253005374500000014

253005381500000810	253005381000000420	253005374500000012
253005381500000820	253005381000000400	253005374500000031
253005381500000870	253005381000000380	253005374500000041
253005381500000890	253005381000000370	253005374500000050
253005381000000490	253006385000001120	253005374500000060
253005381000000510	253005384100016032	253005373500000020
253005381000000540	253005372500013040	253005373500000031
253005381000000560	253005372500017031	253005373500000051
253005381000000580	253005000000024060	253005374000000071
253005381000000590	253005384100016042	253005374000000061
253005381000000610	253005372500014033	253005374000000051
253005381500000650	253005384100016041	253005374000000041
253005000000024030	253005372500014040	253005374000000031
253005375000022010	253005384100016031	253005373500000010
253005378000002400	253005378000002410	253005374000000010
253005378000001080	253005372500021022	253005366000000040
253005379000001010	253005372500021021	253005366000000060
253005379000005320	253005372500021023	253005378000008150
253005379000005331	253005372500014031	253005378000008120
253006389000000013	253005372500014035	253005378000003490
253005384100016034	253005378000008180	253005378000002440
253005384100016033	253005384100016014	253005378000001010
253005383500000210	253005374500000013	253005369000000060
253005383500000220	253005368500000120	253005369000000010
253005383500000230	253005368500000140	253005368500000080
253005383500000240	253005368500000160	253005368500000060
253005383500000250	253005369000000100	253005368500000040
253005383500000260	253005369000000150	253005368500000010
253005383500000280	253005374000000062	253005000000024010
253005383500000290	253005374500000011	253005381500000200
253005383500000300	253006000000024090	253005381500000220
253005378000001060	253006000000024120	253005381500000230
253005381500000620	253006000000024110	253005381500000241
253005381500000280	253005372500011032	253005000000041140
253005381500000300	253005372500012032	253005000000023390
253005381500000320	253006394092001010	253005000000023400
253005381500000341	253006394092001030	253006394091000010
253005381500000350	253005372500020022	253005366500004200
253005381000000170	253005372500020023	253005366500003210
253005381000000190	253005372500020024	253005366500003120
253005381000000210	253005372500020021	253005000000021060
253005381000000230	253006394092001020	253005000000021070
253005381000000251	253005371000005050	253005365500000110
253005381500000122	253006385500002010	253006394091000030
253005366000000032	253006385500002040	253005000000021100
253005366000000031	253005371000006120	253005000000021200
253005381500000112	253006385500003010	253005000000023160
253005372500012033	253006385500003030	253006394000000161
253006393500001040	253006394000000110	253006394000000151
253006393500001011	253006394092002040	253006394000000130

253006389000000071	253006394092003060	253005372500002031
253006394000000020	253005372500010023	253006393000000302
253006394000000010	253006389000000033	253005372500002022
253006385500001010	253005371000006082	253005372500019020
253005383500000010	253006394092002050	253005371000002080
253005366000000010	253006394092003070	253005371000002101
253005383500000030	253006000000023100	253005371000001120
253005366000000082	253006394000000120	253005371000001191
253005383500000060	253006393000000311	253006000000023130
253005381500000180	253006394092003080	253005372500004041
253005381500000160	253006394030000091	253005365500000081
253005381500000150	253005372500008010	253005365500000040
253005383500000090	253005372500009000	253005365500000020
253005381500000130	253005372500010021	253005365500000010
253005381500000121	253005372500010010	253005366500004010
253005381500000111	253005372500011022	253005366500004020
253005381500000100	253005372500011010	253005366500003010
253005381500000080	253005372500012010	253005366500003040
253005381500000040	253005372500020010	253005366500003060
253005381000000150	253005000000021170	253005366500003080
253005381000000131	253005371000005020	253005366500003100
253005381000000120	253005371000005010	253006391500002040
253005381000000100	253005371000006081	253006394000000230
253005381000000070	253005371000006040	253006391500001042
253006394030000010	253005371000006010	253006391500001043
253006385500001050	253005000000041200	253006391500002031
253006385500001030	253005000000041190	253006000000043080
253005372500010032	253005000000041180	253005000000021130
253005372500010040	253005000000041170	253005000000021080
253005372500011034	253005000000041160	253006000000023160
253005372500011033	253005000000041150	253005372500005010
253005372500004023	253005365000000070	253005380500004080
253005372500004021	253005365000000060	253006000000023020
253006394000000192	253005365000000050	253006393000000172
253006394000000210	253005365000000040	253006390000005010
253006394000000240	253005365000000010	253006391500002028
253006393000000262	253005366500001012	253005000000023080
253005372500002021	253005366500002010	253005380500003042
253005372500002010	253005366500002020	253005368000005012
253005372500004012	253005366500002031	253006000000023150
253005372500004011	253005366500002050	253005371500000030
253005372500004013	253005366500002070	253005371500000021
253005372500003010	253005366500002080	253005371500000011
253005372500019010	253005366500002100	253005369500000010
253005371000002050	253005000000023140	253005367500000021
253005371000001080	253005370500007001	253005367500000032
253005371000001041	253005370500009001	253005370500005000
253005372500001010	253005367500000092	253005370500004001
253005371000001010	253005367500000091	253005000000023300
253005000000041120	253006391500001024	253005370500008000

253005000000041110	253005368000007013	253005370500002002
253005000000041240	253005368000007012	253005370500002001
253005000000041080	253005368000006021	253005000000023110
253005000000041300	253005368000006010	253006391500002022
253005000000023280	253005370500006001	253006391500002026
253005365000000120	253005371500000071	253005372000000121
253005365000000140	253005371500000051	253006392000000080
253005365000000150	253005371500000060	253006392000000070
253005365000000160	253006000000043060	253006392000000060
253005365000000180	253005367500000022	253006392000000050
253005365000000191	253005000000023100	253006392000000040
253005365000000210	253005368000005020	253006392000000010
253005366500002200	253005380000000180	253005380000000010
253005366500002151	253005380000000170	253005380000000030
253005366500002140	253005380000000160	253005380000000040
253005366500002120	253005380000000150	253005380000000050
253005384510000010	253005380000000140	253005380000000082
253005366500001011	253005380000000130	253005380000000081
253005368000007011	253005380000000121	253005380000000091
253006391500001031	253005380000000110	253006391500001026
253005368000006022	253006391500002023	253006391500001023
253005367500000081	253005380500003060	253005380500003041
253005371500000052	253005380500003080	253005380500003030
253005000000021180	253005380500003090	253005380500003010
253005000000021140	253005380500003100	253005380500004041
253005000000021090	253006391500002025	253005380500004030
253005000000021190	253005367500000024	253005380500004020
253005365000000090	253005367500000023	253006390000003060
253005365000000080	253005380500004060	253006391500002027
253005000000023310	253005370500001001	253006000000043010
253005000000023250	253005000000041260	253006386000001010
253005000000023060	253005000000021210	253006386000001020
253005000000023030	253006388000001080	253006000000023220
253006000000023050	253006388000001070	253006386000003010
253006393000000100	253006388000002080	253006392500000050
253005000000023120	253006388000002070	253005380500001051
253005372000000040	253006388000003040	253005380500001041
253006390000003081	253005380500001091	253006392500000100
253006390000003070	253005380500002061	253006392500000130
253005372000000071	253005372000000101	253006392500000140
253005000000041270	253005380500002080	253006392500000160
253006388000001130	253005380500002091	253006392500000180
253006388000003070	253005380500001061	253006392500000200
253006392500000820	253005380500001080	253006386000008000
253006392500000780	253005372000000020	253006388000001050
253006392500000770	253006386000006000	253006388000001041
253006392500000750	253006386000011000	253006388000001042
253006392500000740	253006386000004000	253006386000005000
253006390000003040	253006000000023120	253006388000001030
253005000000041030	253006000000023040	253006386000010000

253005370500001007	253006393000000040	253006388000001020
253006390000002070	253006393000000052	253006388000001010
253006386000007000	253005370500001009	253006388000002060
253006386000009000	253006393000000051	253006388000002040
253006388000001110	253005370500001006	253006388000002030
253006388000002120	253005370500001014	253006388000002010
253006388000002140	253005370500001011	253006388000003030
253005380500001062	253005370500001003	253006388000003020
253005380500002062	253006390000003021	253006388000003010
253005380500002092	253005370500001010	253006390000001011
253005372000000110	253005000000041060	253006390000003012
253005372000000072	253005000000041230	253005372000000050
253005000000041280	253005000000041050	253005372000000011
253005000000041210	253005000000041040	253006000000023010
253006390000002092	253005000000041020	253005370500001013
253006388000001090	253005000000041010	253005000000023010
253006388000002090	253005372000000102	253005380500002040
253006388000003050	253005372000000060	253005380500002012
253006392500000450	253005380500001042	253005380500001043
253006392500000460	253006393000000012	253005000000021050
253006392500000480	253005380500002011	253005000000021220
253006392500000490	253006390000003011	253005000000021030
253006392500000510	253006390000001012	253005000000021020
253006392500000530	253005372000000012	253005000000021040
253006392500000540	253005000000041220	253005000000021010
253006392500000550	253005380500001031	253005000000032080
253005370500001002	253006000000043050	253005384523000010
253005000000012180	253006388000004040	253006000000032020
253006000000034180	253006388500000031	253006388000004070
253006000000014440	253005000000012040	253006000000014490
253005000000014030	253006000000032040	253006388500000050
253006387000008020	253006389500000010	253006000000032110
253006387000008010	253006000000014240	253005365100000080
253006387000007050	253006000000012100	253005365100000070
253006387000007040	253005384520000020	253005365100000060
253006387000007030	253006000000012050	253005000000032070
253006387000007021	253006000000034200	253005000000032090
253006387000007010	253005000000032140	253005365100000050
253006000000032030	253005000000032110	253005384520000040
253005000000012080	253006388500000042	253006000000034240
253006388000004030	253006388000004060	253006000000034390
253006000000032240	253006387500003110	253006000000034010
253006388000004010	253006387500003100	253006000000034560
253006000000032090	253006387500003080	253006387000006080
253006387500003240	253006387500003060	253006387000005090
253006387500003220	253006387500003050	253006387000005120
253006387500003200	253006387500003041	253006387000005130
253006387500003180	253006387500003030	253006387000005140
253006387500003160	253006387500003010	253006388500000200
253005000000012050	253005384520000200	253006388500000190

253005384520000010	253005000000032190	253006388500000060
253006000000034160	253005000000032180	253006000000032070
253005000000012070	253005000000032170	253006387500002230
253006000000014500	253005000000032040	253006387500002220
253005000000032030	253006388500000041	253006387500002210
253005000000032310	253006000000032210	253006387500002200
253005000000032150	253006000000034230	253006387500002190
253005000000032160	253006000000034170	253006387500002130
253005000000012190	253006000000034080	253006389500000160
253005384520000220	253006000000034120	253006000000032010
253005384520000230	253005000000032410	253005000000032370
253005384520000240	253005384520000210	253005000000032060
253006387000008121	253006387000006060	253005000000032390
253006000000034150	253006387000006040	253005384520000050
253006000000034140	253006387000006010	253006388500000150
253006387000008060	253006387000005070	253006388500000110
253006387000008050	253006387000005060	253006388500000070
253006387000008130	253005000000014070	253006000000014090
253006387000007080	253006387000005040	253005384520000160
253005000000032050	253005384520000030	253005384520000170
253005000000032010	253006387000005010	253005384520000180
253006387000007100	253006000000014250	253006000000032160
253006000000032080	253006000000012020	253006387000003070
253006000000032100	253005384520000190	253006387000003050
253006000000034470	253006389500000170	253006000000034360
253006000000034370	253005384520000130	253006000000034550
253006000000034510	253005384520000070	253006000000012130
253006000000034410	253006388500000180	253006387600000040
253006387000004030	253006388500000140	253006387600000030
253006387000004010	253006388500000100	253006389500000311
253006387000003030	253006000000014520	253006389500000312
253006387000003010	253005000000032320	253006389500000300
253005365100000010	253006000000032150	253006389500000131
253005365100000020	253006000000032140	253006389500000132
253005365100000030	253006000000032120	253006389500000040
253005365100000040	253006389500000141	253006385300002070
253005000000032300	253006389500000030	253006385300002150
253005000000034010	253006387500001110	253006385300003070
253006388500000160	253006387500001100	253006000000034460
253006388500000120	253006387500001090	253006394070000020
253006388500000081	253006387500001080	253006000000014320
253006387500002110	253006387500001070	253006000000014130
253006387500002100	253006387500001060	253006387600000050
253006387500002090	253006387500001050	253006386500000100
253006387500002070	253006387500001040	253006387600000020
253006387500002060	253006387500001021	253006000000034440
253006387500002050	253006387500001010	253006386500000091
253006387500002030	253006000000034330	253006387000001030
253006387500002010	253006000000034250	253006389500000322
253006389500000150	253006000000034660	253005000000032250

253006389500000020	253006000000032060	253005000000032240
253005384520000060	253006387000002050	253006389500000190
253005000000034090	253006387000002030	253006000000014220
253006000000012010	253006387000002010	253006385300002060
253005000000032200	253006387000001050	253006385300002140
253006000000032130	253006387000001010	253006385300003060
253005384520000140	253006000000034320	253006394070000120
253006000000034340	253006394070000010	253006000000014060
253006388500000170	253006385300002080	253006394070000030
253006000000034350	253006385300002160	253006389500000321
253006000000034680	253006385300003080	253006389500000290
253006000000034670	253005384520000080	253006389500000120
253006000000034270	253005384520000090	253006000000034400
253006388500000130	253005384520000100	253005000000032340
253006387000004050	253005384520000110	253006386500000071
253006388500000090	253005384520000120	253006000000014530
253006387000004121	253006000000014310	253006000000014140
253006387000003090	253006000000034450	253006000000014380
253006387000003130	253006000000014160	253006387600000060
253005384520000150	253006000000032280	253006000000032290
253005000000034020	253005000000032220	253006385300002050
253005000000032210	253006386500000094	253006385300002130
253005000000034100	253005000000032230	253006385300003050
253005000000032020	253006386500000030	253006386500000024
253006389500000201	253006000000014150	253006386500000023
253006389500000050	253006385300002020	253006000000014290
253006394070000110	253006385300002100	253005000000034050
253006000000034070	253006385300003020	253005000000012020
253006394070000040	253006387600000080	253006000000014280
253005000000032260	253006000000032230	253006389500000372
253005000000032330	253006394070000090	253006000000012120
253006000000014040	253006389500000101	253006000000012040
253006386500000072	253006000000034030	253006000000012060
253006000000014230	253006389500000350	253006386500000013
253006000000014400	253006386500000012	253006389500000371
253006389500000330	253005000000034110	253006389500000251
253006389500000280	253006000000014340	253006389500000252
253006385300002040	253006000000014260	253006389500000240
253006385300002120	253006385300002010	253006389500000090
253006389500000210	253006385300002090	253006389500000080
253006385300003040	253006385300003010	253006000000014180
253006389500000110	253006000000014010	253006000000014270
253006000000014540	253005000000032430	253006000000014210
253006000000014200	253006000000014330	253006386500000021
253006394070000100	253006000000014430	253006386500000022
253006387600000070	253006000000014460	253006000000034190
253006000000032270	253006000000012080	253006000000034500
253006386500000060	253006000000012070	253006000000034380
253006394070000050	253005000000032280	253006000000034040
253006386500000050	253006389500000260	253006000000034260

253006000000014550	253005000000032400	253006000000034430
253006389500000272	253005000000014020	253006386500000011
253006389500000060	253006389500000230	253006000000034210
253006000000014370	253006000000014510	253006000000034300
253006385300002030	253006389500000070	253006000000034280
253006385300002110	253006000000014300	253006000000032260
253006000000034100	253006000000014420	253006000000032250
253006385300003030	253006394070000070	253006385300001010
253006389500000340	253006394070000080	253006385300001020
253006389500000271	253006000000034020	253006385300001030
253006389500000220	253006000000034570	253006385300001040
253006389500000102	253006000000034520	253006385300001050
253005000000032270	253005000000034070	253006385300001060
253005000000032290	253006387600000090	253006385300001070
253006000000034290	253005000000032350	253006385300001080
253006394070000060	253006389500000360	253006385300001090
253006386500000041	253006387600000010	253006385300001100
253006386500000043	253005000000034030	253006385300001110
253006386500000042	253006000000034420	253006385300001120
253006000000014350	253006000000034310	253006385300001130
253006000000014170	253006000000034060	253006385300001140
253006385300001150	253006385700005160	253005000000033060
253006385300001160	253006385700005150	253005000000033140
253006385300001170	253006385700005140	253005000000033050
253006385300001180	253005000000013020	253005000000033190
253006385300001190	253006385700005130	253005384522000071
253005000000012210	253005000000033160	253006385600008005
253006385600007070	253005000000013010	253005000000031100
253005000000031090	253005000000033030	253005384525013600
253005000000011160	253006385600007020	253005384525013700
253006394093000460	253005000000013100	253005384525013500
253006394093000450	253006385600007050	253005384525013740
253006394093000440	253006394093000010	253005384524000020
253006394093000430	253006394093000020	253005384521000010
253006394093000420	253006394093000030	253005000000013070
253006394093000410	253006394093000040	253005000000011130
253006394093000400	253006394093000050	253005384525013800
253006394093000390	253006394093000060	253005000000013060
253006394093000380	253006394093000070	253005000000031070
253006394093000370	253006394093000080	253005000000011120
253006394093000360	253006394093000090	253005384525013900
253006394093000470	253006394093000100	253006385600008006
253006394093000350	253006394093000110	253006385600008002
253006394093000340	253006394093000120	253006385600008004
253006394093000330	253006394093000130	253005384522000060
253006386700016150	253006394093000140	253005000000033100
253006394093000320	253006394093000150	253006385600009020
253006386700016140	253006394093000160	253006385600009010
253006394093000310	253006394093000170	253006385600009030
253006394093000300	253006394093000180	253005000000033020

253006386700016130	253006394093000190	253005000000033040
253006394093000290	253006394093000200	253005000000033070
253006386700016120	253006394093000210	253005000000033010
253006394093000280	253006394093000220	253005000000033130
253006386700016110	253006394093000230	253005384522000070
253006394093000270	253006394093000240	253005000000014040
253006394093000260	253006394093000250	252932363423000360
253006386700016100	253006385600007040	253005000000031030
253006394093000480	253005000000011070	252931362500008051
253006386700016090	253005000000011080	253005000000011150
253006385800016080	253005000000011090	253005000000011100
253006385800016070	253005000000013040	253005000000011140
253006385800016060	253005000000013080	253005000000011050
253006385800016050	253006000000033040	253005000000011040
253006385800016040	253005384521000020	253005000000011010
253006385800016030	253005000000031050	253005384526000010
253006385800016020	253005000000033200	252931362500003041
253006385800016010	253006385600007060	252931362500008041
253006385700005170	253006385600007030	253005384526000020
252931362500009010	253006390000004010	253005384500001240
252931362500003031	253005371000002041	253006386700016170
252932000000044140	253005371000002010	253006386700016160
252931362500002090	253005384500002120	253005367000001200
252931362500002080	253005384500002110	253005367000001050
252931362500002070	253006385000001062	253005367000001040
252931362500002051	253006000000024030	253005367000001210
252931362500008021	252931000000011060	253005367000001220
252931362500008010	253006387500003141	253005367000001030
252931362500003010	253006387500003130	253005367000001010
252931362500002012	252931362500004080	253006387000007131
252932000000044130	253006000000012090	253006387000007150
252931362500002052	253005371000004110	253005383000002062
252932000000044050	253005381500000020	253005383000002061
252932000000044160	253005372500013031	253008414500082020
252931362500004060	253005368000005011	253008414500082013
252931362500004040	253006394094000010	253008414500082040
252931362500002011	253008414500071010	253008414500082060
252931362500007060	253008414500071062	253008414500082082
252931362500001040	253008414500071080	253008414500082050
252931362500001031	253008414500071020	253008415500000102
252932000000044150	253008414500071050	253005378500004590
252931362500001032	253008414500071070	253005378500004610
252931362500001060	253009424200004001	253008410500003040
252931362500007010	253009424200004003	253008410500003020
252931362500001013	253005384500001130	253008410500003010
252931362500001012	253009424500004090	253005384527000020
252931362500006070	253009424500003200	253005384527000010
252931362500005050	253009424500003010	253005000000023190
252931362500005030	253005381500000850	253005000000023410
252931362500001011	253005381500000830	253005384528000230

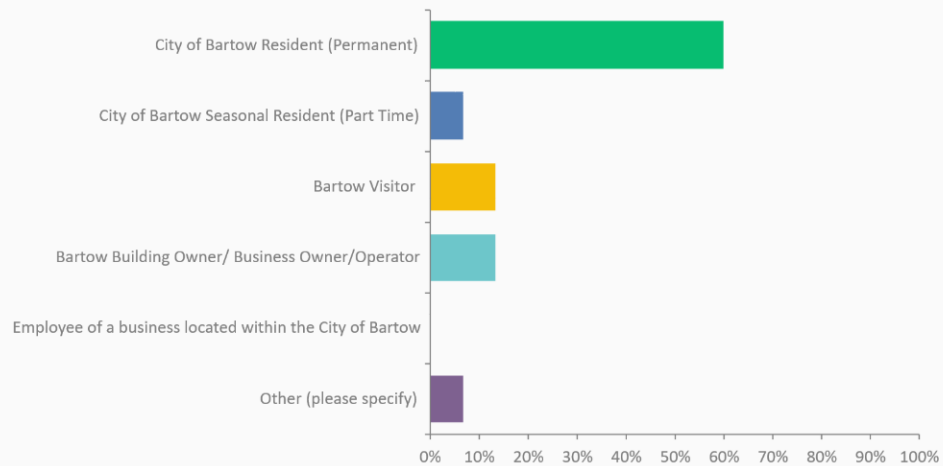
252931362500005020	253006387000008030	253005384528000220
252931362500006091	253006387000008110	253005384528000210
252931362500005011	253008414500032020	253005384528000200
252931362500001070	253008414500032010	253005384528000190
252931362500006111	253008414500032040	253005384528000180
252931362500005012	253008414500032030	253005384528000170
252932000000044040	253008414500032070	253005384528000160
252932000000044180	253008414500032060	253005384528000150
252931362500001080	253005367500000031	253005384528000140
252932000000044190	253005367500000082	253005384528000130
252932000000044170	253009424500004200	253005384528000120
252931000000021020	253009424500004170	253005384528000110
252931000000011030	253009424500004140	253005384528000100
252931000000014020	253009424500004120	253005384528000090
253008406500008130	253006394000000041	253005384528000080
253005372500023020	253005371500000072	253005384528000070
253006391000003020	253005371500000012	253005384528000060
253005384528000050	253006392500000010	253006000000044020
253005384528000040	2530063925000000430	253009000000033401
253005384528000030	253005371500000042	253009426830000020
253005384528000020	253005381000000520	253006385000001141
253005384528000010	253006000000034050	253006000000043040
253005365000000100	253006000000034640	253006385000003030
253005381500000932	253005381000000330	253006000000024060
253005381500000931	253005367000001100	253006000000024150
253005000000023130	253005367000001090	253007400000010023
253005384000000011	253005000000022200	253006389000000151
253005384000000012	253006000000014450	253006389000000031
253008415500000220	253005375000001032	253006000000044040
253006000000014410	253005375000001031	253006000000024050
253005375000001020	253005381000000471	253006000000024170
253005000000033090	253005381000000472	253006000000024140
253005000000033080	252931000000021030	253006000000024160
253005000000031020	253008407000005061	253007400000010021
253005000000033170	253009424500001320	253006000000044010
253005000000033120	253009424500001290	253006000000043020
253005000000033150	253005378000001100	253006000000043070
253005000000031010	253005378000001111	253005371000003020
253009424000004061	253008414500041020	253009426000003030
253009424000004040	253005366500004090	253009426000003011
253005380000000060	253009426830000010	253005371000003030
253005380000000070	253005372500015031	253006393000000322
253005367000002090	253005372500015030	253006391500002021
253005367000002111	253006389000000012	253006386500000093
253006385000002050	253009000000033450	253006386500000092
253009426500002070	253009000000033820	253006387000006140
253009426500002090	253009000000033380	253007400000010041
253005368000004010	253009000000033360	253009424000002050
253005371000003010	253009000000033290	253009424000005010

253009424500001360	253009000000031010
253008414500054030	253005375000012020
253008414500054050	

Appendix B: Survey Report

Q1: 1. I am a...

Answered: 15 Skipped: 0



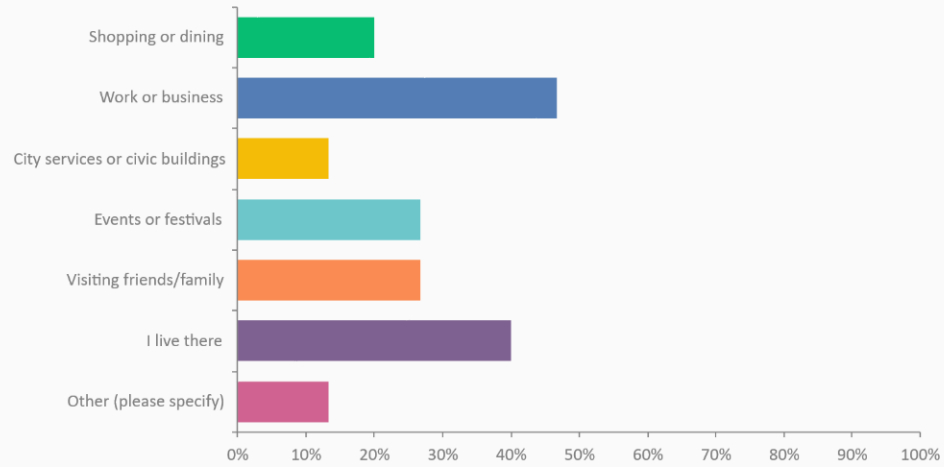
Q2: 2. Age Group

Answered: 15 Skipped: 0

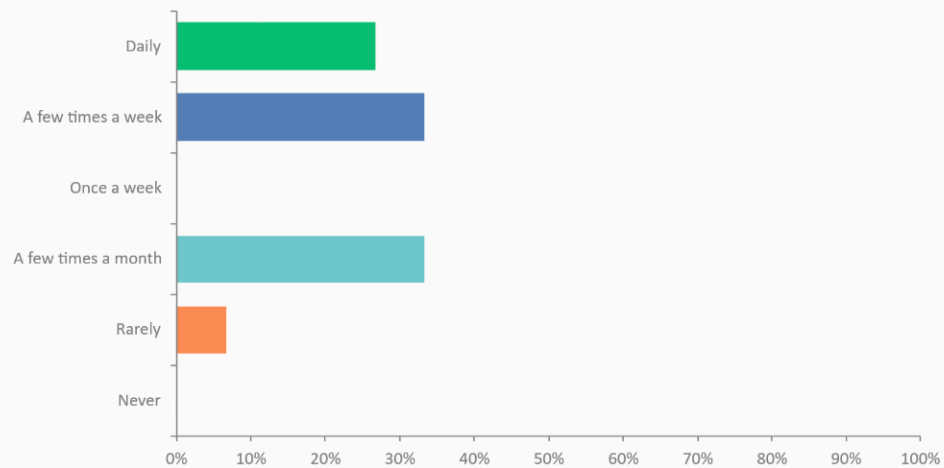
ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18–24	0.00%	0
25–34	13.33%	2
35–44	13.33%	2
45–54	26.67%	4
55–64	26.67%	4
65+	20.00%	3
TOTAL		15

Q3: 3. What brings you to the CRA area most often? (Check all that apply)

Answered: 15 Skipped: 0

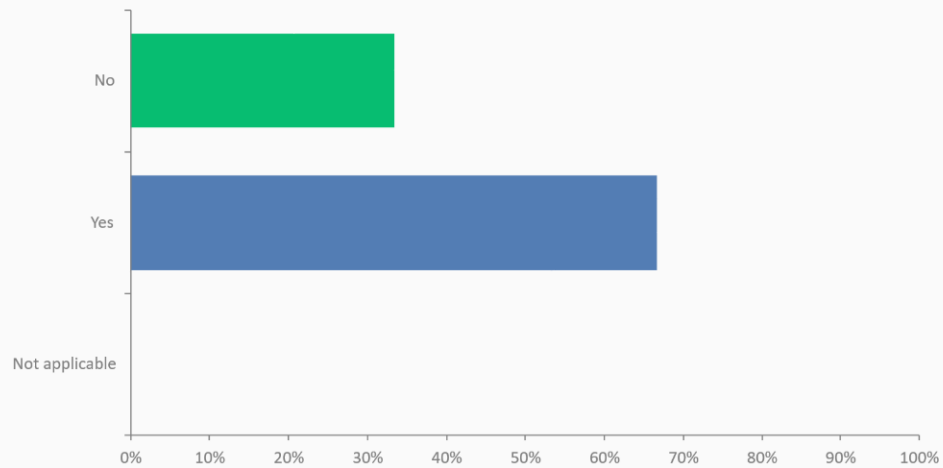
**Q4: 4. How often do you visit Downtown Bartow or the CRA area?**

Answered: 15 Skipped: 0

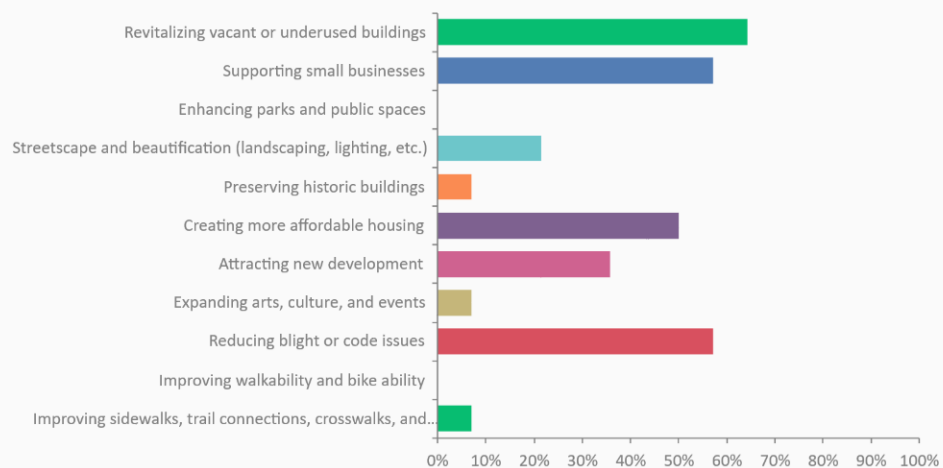


Q5: 5. Have you participated in any programs, services, activities or events offered by the CRA?

Answered: 15 Skipped: 0

**Q7: 6. What are the top 3 priorities you believe the CRA should focus on? (Select up to 3)**

Answered: 14 Skipped: 1



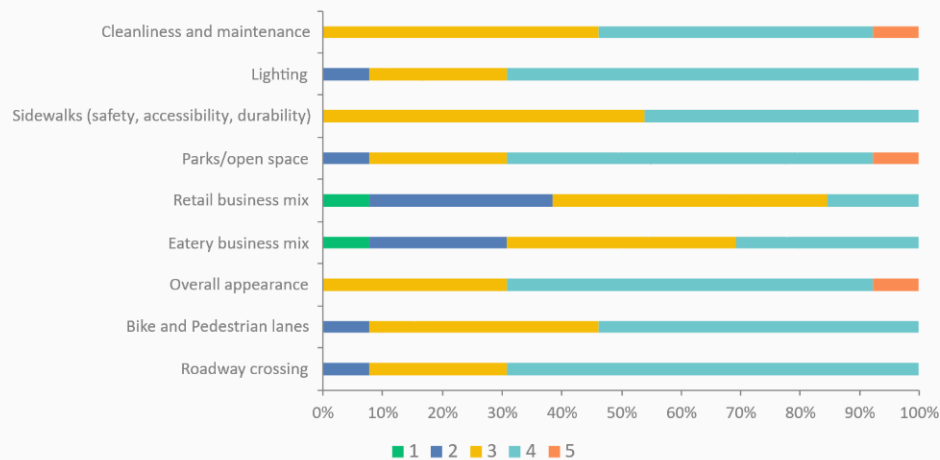
Q8: 7. What are the top 3 types of new development or uses would you like to see more of in the CRA area?

Answered: 14 Skipped: 1

ANSWER CHOICES	RESPONSES	
Restaurants or cafés	42.86%	6
Retail shops and boutiques	21.43%	3
Housing (apartments, townhomes, etc.)	50.00%	7
Office or co-working spaces	7.14%	1
Arts and entertainment venues	42.86%	6
Health and wellness services	28.57%	4
Hotels or lodging	14.29%	2
Community gathering spaces	28.57%	4
Recreational opportunities	42.86%	6

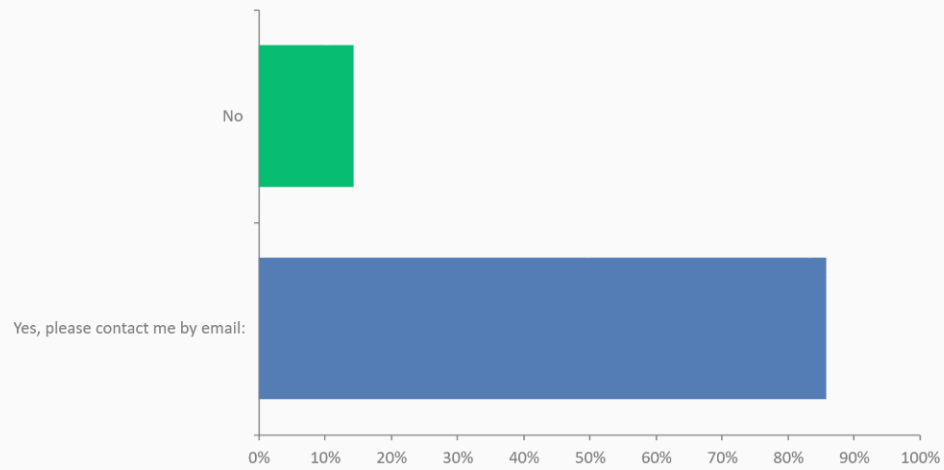
Q9: 8. How would you rate the following in the CRA area? (1 = Poor, 5 = Excellent)

Answered: 13 Skipped: 2

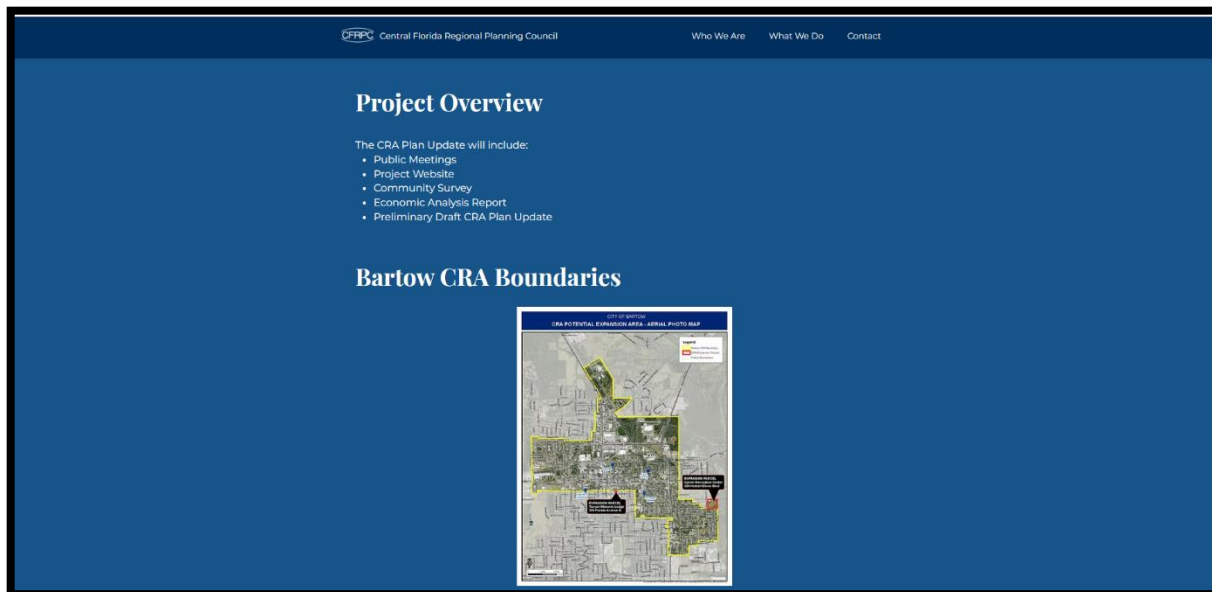


Q14: 13. Would you like to stay informed or get involved in CRA projects?

Answered: 7 Skipped: 8



Appendix C: Bartow CRA Plan Online Website with Link to Online Survey



CFRPC Central Florida Regional Planning Council

Who We Are What We Do Contact

Partners

The CRA and its partners are committed to coordinating and collaborating to promote the City of Bartow as a destination. Partners in this effort include but are not limited to: The City of Bartow, Bartow Economic Development Council, Main Street Bartow, and the Greater Bartow Chamber of Commerce.



Community Conversations.

We want to hear from YOU!

- Community Meeting - June 12, 2025 | 5:30 PM - 7:30 PM, Carver Recreation Center
- Public Workshop to Review Draft Plan - TBD

CFRPC Central Florida Regional Planning Council

Who We Are What We Do Contact

Your Input is Important!

The Central Florida Regional Planning Council (CFRPC) on behalf of the Bartow Community Redevelopment Agency (CRA) invite the public to help shape the future of Downtown Bartow and surrounding communities. The information gathered from this survey will help to identify strategic priorities and guide long-term investments within the boundaries of the Bartow CRA.

Take the Community Survey

[We Want Your Ideas](#)

Responda la encuesta

[Queremos tus Ideas](#)

Who We Are Member Communities The Council Economic Development District Local Emergency Planning Committee Heartland Regional IDG Heartland Resiliency Coalition Staff	What We Do Programs Planning Projects Grants & Funding Heartland 2040 Heartland Atlas	Quick Links South Gateway Planning Materials Staff Directory Contact Us	Our Top 10 A Item Declaration Policy Risk Complaint Process and Procedure 501(c)(3) & 501(c)(29) Employment at CFRPC
--	---	--	--

Survey QR Code & Online Survey

Your Input is Important
Bartow Community Redevelopment
Agency (CRA) Redevelopment Plan
Update Survey




The Central Florida Regional Planning Council (CFRPC) on behalf of the Bartow Community Redevelopment Agency (CRA) invite the public to help shape the future of Downtown Bartow and surrounding Communities!

Information gathered from the survey will help in identifying strategic priorities and guide long-term investments for the Bartow CRA. Please scan the QR code to participate.

Contact:
 Beneshea Frazier
 863-534-7130 Ext. 141 – bfrazier@cfrpc.org

Your Input is Important
Bartow Community Redevelopment
Agency (CRA) Redevelopment Plan
Update Survey




The Central Florida Regional Planning Council (CFRPC) on behalf of the Bartow Community Redevelopment Agency (CRA) invite the public to help shape the future of Downtown Bartow and surrounding Communities!

Information gathered from the survey will help in identifying strategic priorities and guide long-term investments for the Bartow CRA. Please scan the QR code to participate.

Contact:
 Beneshea Frazier
 863-534-7130 Ext. 141 – bfrazier@cfrpc.org

Su Opinión es Importante
Encuesta de Actualización del
Plan de Reurbanización
Agencia de Reurbanización
Comunitaria (CRA) de Bartow




¡El Consejo Regional de Planificación de Florida Central (CFRPC), en nombre de la Agencia de Reurbanización Comunitaria (CRA) de Bartow, invita al público a ayudar a dar forma al futuro del centro de Bartow y sus comunidades!

La información recopilada a través de esta encuesta ayudará a identificar prioridades estratégicas y a guiar las inversiones a largo plazo para la CRA de Bartow. Por favor, escanee el código QR para participar.

Contacto:
 Brenda Torres
 863-534-7130 Ext. 109 – btorres@cfrpc.org

Su Opinión es Importante
Encuesta de Actualización del
Plan de Reurbanización
Agencia de Reurbanización
Comunitaria (CRA) de Bartow




¡El Consejo Regional de Planificación de Florida Central (CFRPC), en nombre de la Agencia de Reurbanización Comunitaria (CRA) de Bartow, invita al público a ayudar a dar forma al futuro del centro de Bartow y sus comunidades!

La información recopilada a través de esta encuesta ayudará a identificar prioridades estratégicas y a guiar las inversiones a largo plazo para la CRA de Bartow. Por favor, escanee el código QR para participar.

Contacto:
 Brenda Torres
 863-534-7130 Ext. 109 – btorres@cfrpc.org

Advertised Public Meeting



COMMUNITY ENGAGEMENT SESSION

Join Us!
 You're invited to a public meeting hosted by the City of Bartow Community Redevelopment Agency (CRA) to discuss important updates that impact your neighborhood. Come ask questions, share your concerns, and learn about ongoing efforts to improve your community.

Community Engagement Opportunities

- CRA Plan Update
- Review of upcoming Litter Ordinance
- City of Bartow Police Department
- Public Comment Opportunities

Tuesday, August 26, 2025
Start time: 10:00 AM

Deep Blu Pools
395 Summerlin St. E
Bartow, FL 33830




The event is open to the public and all interested persons are encouraged to attend.

For additional information, please contact Cheryl Baksh, CRA Coordinator at (863) 534-0100, extension 2771 or via e-mail at cbaksh@cityofbartow.net.



Bartow CRA Community Engagement Session

Sign-In Sheet

Deep Blu Pools

395 Summerlin St. E Bartow, FL 33830

Tuesday, August 26, 2025, 10 AM



Name	Initial if Opposed to Photo Consent*	Mailing Address	Email Address
Athaville Sam Post		315 E Summerlin St Bartow	Selen@AthavilleScreenprint.com
Larry Kinnickel - Test		315 E Summerlin St Bartow	LarryK@restaurantgray.com
Bill Levin		190 S Florida Ave	William.R.Levin@gmail.com
Norman Lewis		2150 Magnolia St,	normanlewis@yahoo.com
Harriet B. Hinson		2140 Malking Dr Blvd	Hinson37@gmail.com
Christy Byars		Unfiltered	

*I hereby consent to and authorize the reproduction, publication and any other use by the Central Florida Regional Planning Council (CFRPC), its licensees and assigns, of the photographs/audio/video from this meeting, in whole or part in conjunction with other photographs/audio/video, in any medium and for any lawful purpose, including illustration, promotion, advertising or web content, without any royalty or compensation to me. I assign to CFRPC any and all rights of ownership to the photographs/audio/video, the transparencies or digital files thereof, and agree that CFRPC has full right to copyright, use and publish the same in print and/or electronically, with full right of lawful disposition in any manner. I waive any right to notice, inspection, or approval of any use of the photographs/audio/video which the CFRPC, may make or authorize, and I release, the CFRPC, and its licensees and assigns, from any claim or liability arising from or in connection with CFRPC's use of the photographs/audio/video or any alteration, processing or use thereof in composite form, whether intentional or otherwise.



Bartow CRA Community Engagement Session

Sign-In Sheet

Deep Blu Pools
395 Summerlin St. E Bartow, FL 33830

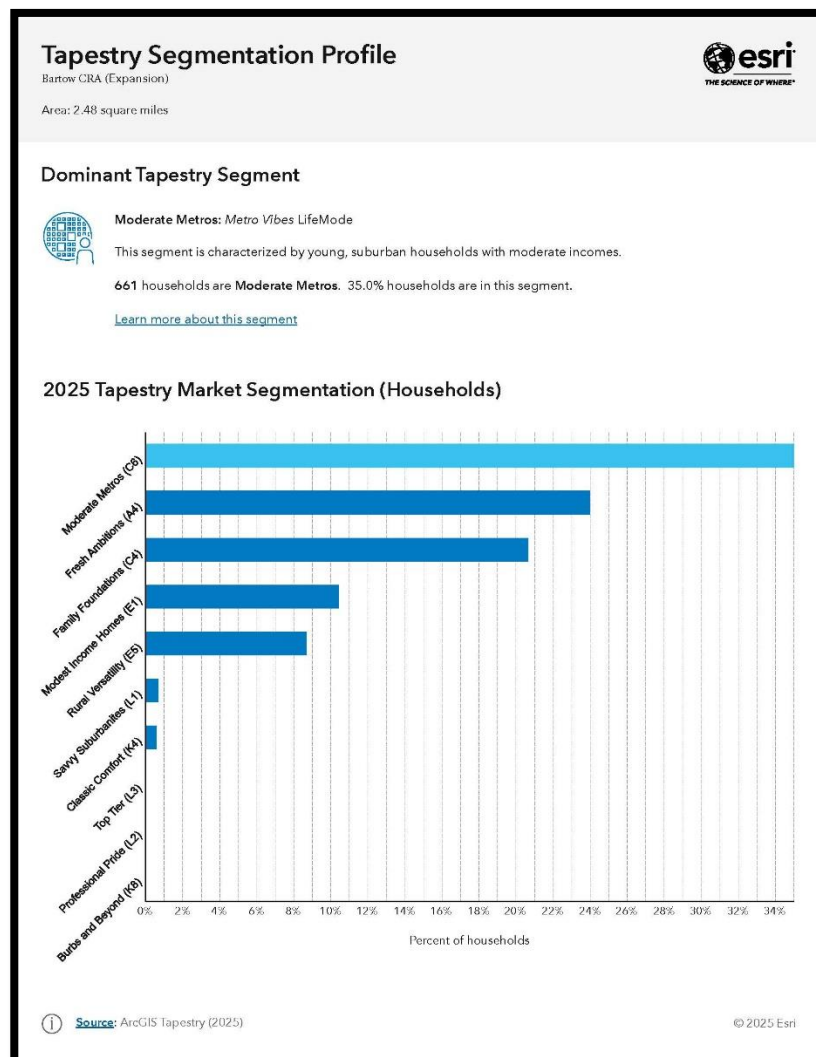
Tuesday, August 26, 2025, 10 AM



Name	Initial if Opposed to Photo Consent*	Mailing Address	Email Address
Barbara Banks			bbanks@cityofbartow.net
Steve P. Smith			
Shawn Klenoff		305 E. Main St. Bartow 33830	
Errol D. Jones		P.O. Box 1552, Bartow, FL 33831	info@edjonesconstructiongroup.com
Nicole Brunen		1640 Taylor Rd Bartow	nibc@brunen2021@gmail.com
Brian McDouard		PO Box 521 Bartow 33831	BRIAN@OAKCITYBARTOW.ORG
Cheryl Anthony			mkgahnt@hotmail.com
Debbie Fazio			dfazio@cfrc.org

*I hereby consent to and authorize the reproduction, publication and/or other use by the Central Florida Regional Planning Council (CFRPC), its licensees and assigns, of the photographs/audio/video from this meeting, in whole or part in conjunction with other photographs/audio/video, in any medium and for any lawful purpose, including illustration, promotion, advertising or web content, without any royalty or compensation to me. I assign to CFFRC any and all rights of ownership to the photographs/audio/video, the transparencies or digital files thereof, and agree that CFFRC has full right to copyright, use and publish the same in print and/or electronically, with full right of lawful disposition in any manner. I waive any right to notice, inspection, or approval of any use of the photographs/audio/video which the CFFRC, may make or authorize, and I release, the CFFRC, and its licensees and assigns, from any claim or liability arising from or in connection with CFFRC's use of the photographs/audio/video or any alteration, processing or use thereof in composite form, whether intentional or otherwise.

Appendix D: Tapestry Segmentation



Tapestry Segmentation Profile | Expansion | Area: 2.48 square miles

Tapestry LifeMode Groups	2025 Households			2025 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	1,889	100.0%		3,549	100.0%	
A. Urban Threads	453	24.0%	529	833	23.5%	580
Independent Cityscapes (A1)	0	0.0%	0	0	0.0%	0
City Commons (A2)	0	0.0%	0	0	0.0%	0
Social Security Set (A3)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (A4)	453	24.0%	3,352	833	23.5%	3,210
Welcome Waves (A5)	0	0.0%	0	0	0.0%	0
Young and Restless (A6)	0	0.0%	0	0	0.0%	0
B. Books and Boots	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (B1)	0	0.0%	0	0	0.0%	0
College Towns (B2)	0	0.0%	0	0	0.0%	0
Military Proximity (B3)	0	0.0%	0	0	0.0%	0
C. Metro Vibes	1,051	55.6%	635	1,907	53.7%	663
Single Thrifties (C1)	0	0.0%	0	0	0.0%	0
Kids and Kin (C2)	0	0.0%	0	0	0.0%	0
Metro Fusion (C3)	0	0.0%	0	0	0.0%	0
Family Foundations (C4)	390	20.6%	1,886	774	21.8%	2,031
Diverse Horizons (C5)	0	0.0%	0	0	0.0%	0
Moderate Metros (C6)	661	35.0%	1,532	1,133	31.9%	1,525
D. Tech Trailblazers	0	0.0%	0	0	0.0%	0
Emerging Hub (D1)	0	0.0%	0	0	0.0%	0
Trendsetters (D2)	0	0.0%	0	0	0.0%	0
Modern Minds (D3)	0	0.0%	0	0	0.0%	0
Metro Renters (D4)	0	0.0%	0	0	0.0%	0
Laptops and Lattes (D5)	0	0.0%	0	0	0.0%	0

① [Source:](#) ArcGIS Tapestry (2025)

© 2025 Esri

Tapestry Segmentation Profile | Expansion | Area: 2.48 square miles

Tapestry LifeMode Groups	2025 Households			2025 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	1,889	100.0%		3,549	100.0%	
E. Community Connections	361	19.1%	259	748	21.1%	284
Modest Income Homes (E-1)	197	10.4%	809	447	12.6%	1,060
Southwestern Families (E-2)	0	0.0%	0	0	0.0%	0
Hometown Charm (E-3)	0	0.0%	0	0	0.0%	0
Mobile Meadows (E-4)	0	0.0%	0	0	0.0%	0
Rural Versatility (E-5)	164	8.7%	552	301	8.5%	555
Family Bonds (E-6)	0	0.0%	0	0	0.0%	0
F. Urban Harmony	0	0.0%	0	0	0.0%	0
High Rise Renters (F-1)	0	0.0%	0	0	0.0%	0
Family Extensions (F-2)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (F-3)	0	0.0%	0	0	0.0%	0
City Strivers (F-4)	0	0.0%	0	0	0.0%	0
Uptown Lights (F-5)	0	0.0%	0	0	0.0%	0
G. Family Fabric	0	0.0%	0	0	0.0%	0
Shared Roots (G-1)	0	0.0%	0	0	0.0%	0
Up and Coming Families (G-2)	0	0.0%	0	0	0.0%	0
Generational Ties (G-3)	0	0.0%	0	0	0.0%	0
H. Family Prosperity	0	0.0%	0	0	0.0%	0
Flourishing Families (H-1)	0	0.0%	0	0	0.0%	0
Boomburbs (H-2)	0	0.0%	0	0	0.0%	0
Neighborhood Spirit (H-3)	0	0.0%	0	0	0.0%	0
Urban Chic (H-4)	0	0.0%	0	0	0.0%	0

① [Source:](#) ArcGIS Tapestry (2025)

© 2025 Esri

Tapestry Segmentation Profile | Expansion | Area: 2.48 square miles

Tapestry LifeMode Groups	2025 Households			2025 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	1,889	100.0%		3,549	100.0%	
I. Countryscapes	0	0.0%	0	0	0.0%	0
Small Town Sincerity (I1)	0	0.0%	0	0	0.0%	0
Scenic Byways (I2)	0	0.0%	0	0	0.0%	0
Heartland Communities (I3)	0	0.0%	0	0	0.0%	0
Rooted Rural (I4)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (I5)	0	0.0%	0	0	0.0%	0
Southern Satellites (I6)	0	0.0%	0	0	0.0%	0
Country Charm (I7)	0	0.0%	0	0	0.0%	0
J. Mature Reflections	0	0.0%	0	0	0.0%	0
Senior Escapes (J1)	0	0.0%	0	0	0.0%	0
The Elders (J2)	0	0.0%	0	0	0.0%	0
Retirement Communities (J3)	0	0.0%	0	0	0.0%	0
Silver and Gold (J4)	0	0.0%	0	0	0.0%	0
K. Suburban Shine	11	0.6%	3	39	1.1%	5
Legacy Hills (K1)	0	0.0%	0	0	0.0%	0
Middle Ground (K2)	0	0.0%	0	0	0.0%	0
Loyal Locals (K3)	0	0.0%	0	0	0.0%	0
Classic Comfort (K4)	11	0.6%	20	39	1.1%	38
Dreambelt (K5)	0	0.0%	0	0	0.0%	0
City Greens (K6)	0	0.0%	0	0	0.0%	0
Room to Roam (K7)	0	0.0%	0	0	0.0%	0
Burbs and Beyond (K8)	0	0.0%	0	0	0.0%	0
L. Premier Estates	13	0.7%	7	22	0.6%	6
Savvy Suburbanites (L1)	13	0.7%	15	22	0.6%	13
Professional Pride (L2)	0	0.0%	0	0	0.0%	0
Top Tier (L3)	0	0.0%	0	0	0.0%	0
Unclassified	0	0.0%	0	0	0.0%	0

① [Source:](#) ArcGIS Tapestry (2025)

© 2025 Esri

Appendix E: Civilian Labor Force

Civilian Labor Force Profile						
Expansion						
Area: 2.48 square miles						
						
Age Group	Population	2025 Labor Force			Labor Force Participation Rate	Employment-Population Ratio
		Employed	Unemployed	Unemployed Rate		
16+	3,714	2,013	77	3.7%	56.3%	54.2%
16-24	679	346	31	8.2%	55.5%	51.0%
25-54	1,807	1,246	41	3.2%	71.2%	69.0%
55-64	467	302	6	1.9%	66.0%	64.7%
65+	762	119	0	0.0%	15.6%	15.6%
Male Age 16+	1,739	1,097	33	2.9%	65.0%	63.1%
Female Age 16+	1,975	916	44	4.6%	48.6%	46.4%
White Age 16+	1,404	799	28	3.4%	58.9%	56.9%
Black Age 16+	1,508	781	38	4.6%	54.3%	51.8%
American Indian Age 16+	11	6	0	0.0%	54.5%	54.5%
Asian Age 16+	24	17	0	0.0%	70.8%	70.8%
Pacific Islander Age 16+	1	1	0	0.0%	100.0%	100.0%
Other Race Age 16+	380	168	10	5.6%	46.8%	44.2%
Multiple Races Age 16+	386	241	1	0.4%	62.7%	62.4%
Economic Dependency						Ratio
Total						134.4
Child (<16)						54.8
Working-Age (16-64)						49.1
Senior (65+)						30.5
Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.  Source: Esri forecasts for 2025 and 2030. © 2025 Esri						

Civilian Labor Force Profile | Expansion | Area: 2.48 square miles

Industry	Employed	Percent	US Percent	Location Quotient
Total	2,013	100.0%	100.0%	-
Agriculture/Forestry/Fishing	59	2.9%	1.1%	2.72
Mining/Quarrying/Oil & Gas	1	0.1%	0.3%	0.15
Construction	124	6.2%	6.9%	0.88
Manufacturing	166	8.3%	9.6%	0.86
Wholesale Trade	56	2.8%	1.9%	1.43
Retail Trade	255	12.7%	10.4%	1.22
Transportation/Warehousing	153	7.6%	5.0%	1.53
Utilities	1	0.1%	0.9%	0.06
Information	0	0.0%	1.8%	0.00
Finance/Insurance	95	4.7%	4.9%	0.97
Real Estate/Rental/Leasing	4	0.2%	1.7%	0.12
Professional/Scientific/Tech	36	1.8%	8.4%	0.21
Management of Companies	0	0.0%	0.2%	0.00
Admin/Support/Waste Management	140	7.0%	4.5%	1.53
Educational Services	137	6.8%	9.4%	0.73
Health Care/Social Assistance	348	17.3%	14.5%	1.19
Arts/Entertainment/Recreation	15	0.8%	2.2%	0.34
Accommodation/Food Services	168	8.3%	6.6%	1.26
Other Services (Excluding Public)	122	6.1%	4.7%	1.29
Public Administration	132	6.6%	5.0%	1.30

Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.

① **Source:** Esri forecasts for 2025 and 2030.

© 2025 Esri

Civilian Labor Force Profile | Expansion | Area: 2.48 square miles

Occupation	Employed	Percent	US Percent	Location Quotient
Total	2,013	100.0%	100.0%	-
White Collar	916	45.5%	62.5%	0.73
Management	83	4.1%	11.8%	0.35
Business/Financial	65	3.2%	6.4%	0.50
Computer/Mathematical	14	0.7%	4.0%	0.17
Architecture/Engineering	2	0.1%	2.3%	0.04
Life/Physical/Social Sciences	3	0.1%	1.3%	0.12
Community/Social Service	36	1.8%	1.8%	0.99
Legal	1	0.1%	1.2%	0.04
Education/Training/Library	152	7.5%	6.3%	1.19
Arts/Design/Entertainment	25	1.2%	2.1%	0.58
Healthcare Practitioner	134	6.7%	6.7%	1.00
Sales and Sales Related	187	9.3%	8.4%	1.11
Office/Administrative Support	214	10.6%	10.1%	1.06
Blue Collar	664	33.0%	21.0%	1.57
Farming/Fishing/Forestry	55	2.7%	0.5%	5.67
Construction/Extraction	152	7.5%	4.9%	1.54
Installation/Maintenance/Repair	120	6.0%	2.9%	2.04
Production	141	7.0%	5.0%	1.40
Transportation/Material Moving	196	9.7%	7.7%	1.27
Services	433	21.5%	16.5%	1.30
Healthcare Support	99	4.9%	3.5%	1.39
Protective Service	46	2.3%	2.1%	1.10
Food Preparation/Serving	117	5.8%	5.1%	1.14
Building Maintenance	65	3.2%	3.4%	0.96
Personal Care/Service	106	5.3%	2.4%	2.17

Data Note: Location Quotients compare the industry/occupation share of a local area's employment relative to that same share nationally. A value lower/greater than 1 indicates that the local area is less/more specialized in that industry or occupation category than the US as a whole.

 **Source:** Esri forecasts for 2025 and 2030.

© 2025 Esri

Appendix F: CRA Vacant Parcel Listing

PARCELID	NAME	MAILTO	ADDR_1	ADDR_3	CITY	STATE	ZIP	DORDESC
25293100000001 1020	J K STUART PROPERTIES LLC		PO BOX 870	BARTOW FL 33831-0870	BARTOW	FL	3383 1- 0870	COM SC
25300638600000 2010	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300639300000 0250	POLK COUNTY		PO BOX 988	BARTOW FL 33831-0988	BARTOW	FL	3383 1- 0988	GOV/E X
25300900000003 3440	BROWN OTTO ET AL		1315 E BAY ST	BARTOW FL 33830-5826	BARTOW	FL	3383 0- 5826	RES
25300840900000 4051	SOUTHEAST CHRISTIAN ASSEMBLIES OF GOD		1400 E GEORGIA ST	BARTOW FL 33830-6540	BARTOW	FL	3383 0- 6540	INST/E X
25300840900000 4021	SOUTHEAST CHRISTIAN ASSEMBLIES OF GOD		1400 E GEORGIA ST	BARTOW FL 33830-6540	BARTOW	FL	3383 0- 6540	INST/E X
25300800000002 1030	SOUTHEAST CHRISTIAN ASSEMBLIES OF GOD		1400 E GEORGIA ST	BARTOW FL 33830-6540	BARTOW	FL	3383 0- 6540	INST/E X
25300942450000 2160	MURILLO MANUEL JR		4541 ASHFORD DR	WINTER HAVEN FL 33880-1148	WINTER HAVEN	FL	3388 0- 1148	RES
25300840900000 4010	SOUTHEAST CHRISTIAN ASSEMBLIES OF GOD		1400 E GEORGIA ST	BARTOW FL 33830-6540	BARTOW	FL	3383 0- 6540	INST/E X
25300800000002 1050	SOUTHEAST CHRISTIAN ASSEMBLIES OF GOD INC		1400 E GEORGIA ST	BARTOW FL 33830-6540	BARTOW	FL	3383 0- 6540	INST/E X
25300942450000 2170	RILEY PATRICK A		810 STRINGTOW N RD	MEDINA TX 78055-3750	MEDINA	TX	7805 5- 3750	RES
25300942450000 1250	LOPEZ FERNANDO		1195 S VIRGINIA AVE	BARTOW FL 33830-6613	BARTOW	FL	3383 0- 6613	RES
25300942450000 2220	THOMAS ALMA J		626 SPRUCE ST	PLANT CITY FL 33563- 6146	PLANT CITY	FL	3356 3- 6146	RES
25300942681000 0040	BROOME MAXIE JR		1495 MAGNOLIA ST	BARTOW FL 33830-5840	BARTOW	FL	3383 0- 5840	RES
25300840650001 8190	CHINAULT GREGORY L		1670 TAYLOR RD	BARTOW FL 33830-9699	BARTOW	FL	3383 0- 9699	COM
25300942681000 0030	BROOME MAXIE JR		1495 MAGNOLIA ST	BARTOW FL 33830-5840	BARTOW	FL	3383 0- 5840	RES
25300942681000 0021	BROOME MAXIE JR		1495 MAGNOLIA ST	BARTOW FL 33830-5840	BARTOW	FL	3383 0- 5840	RES
25300942510000 1120	BONNEY WILLIAM JR		PO BOX 2122	BARTOW FL 33831-2122	BARTOW	FL	3383 1- 2122	RES

25300942520000 1010	MRC SOLUTIONS ONLINE INC		403 THICKET CREST RD	SEFFNER FL 33584-3746	SEFFNER	FL	3358 4- 3746	COM
25300942520000 1020	LEE PA JULIE I	C/O CUPID J RADFORD III	3100 W RLLNG HL CIR APT 704	DAVIE FL 33328-1929	DAVIE	FL	3332 8- 1929	COM
25300840650000 2210	WILLIAMS GERALDINE		360 E VINE ST	BARTOW FL 33830-5639	BARTOW	FL	3383 0- 5639	IND
25300840700000 5090	LOLLAR BROTHER PROPERTIES LLC		690 MANOR DR	BARTOW FL 33830-3239	BARTOW	FL	3383 0- 3239	COM
25300840700000 5062	LOLLAR BROTHER PROPERTIES LLC		690 MANOR DR	BARTOW FL 33830-3239	BARTOW	FL	3383 0- 3239	COM
25300840700000 5082	LOLLAR BROTHER PROPERTIES LLC		690 MANOR DR	BARTOW FL 33830-3239	BARTOW	FL	3383 0- 3239	COM
25300900000003 4140	GRACE REGINA M		11250 BOOKER T WASHINGTON BLVD	MIAMI FL 33176-7422	MIAMI	FL	3317 6- 7422	RES
25300840700000 5050	LOLLAR BROTHERS PROPERTIES LLC		690 MANOR DR	BARTOW FL 33830-3239	BARTOW	FL	3383 0- 3239	RES
25300900000003 4190	CLARK STEPHANIE S		1750 KEN RILEY WAY	BARTOW FL 33830-6617	BARTOW	FL	3383 0- 6617	RES
25300900000003 4030	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300900000003 4150	CLARK STEPHANIE S		1750 KEN RILEY WAY	BARTOW FL 33830-6617	BARTOW	FL	3383 0- 6617	RES
25300840700000 4040	CHURCH OF GOD AT BARTOW		1460 E STUART ST	BARTOW FL 33830-5949	BARTOW	FL	3383 0- 5949	INST/E X
25300900000003 4170	BOJALAD JOHN		1780 E GIBBONS ST	BARTOW FL 33830-6617	BARTOW	FL	3383 0- 6617	MISC
25300900000003 4040	WARNER JUANITA O		PO BOX 1614	BARTOW FL 33831-1614	BARTOW	FL	3383 1- 1614	RES
25300942400000 6010	BENTLEY JOYCE E		PO BOX 923	BARTOW FL 33831-0923	BARTOW	FL	3383 1- 0923	RES
25300942400000 7072	VICKERS CARRIE L JONES		2816 NW 54TH AVE	GAINESVILL E FL 32653- 1878	GAINESVILL E	FL	3265 3- 1878	RES
25300942400000 7071	QUALITY MANAGEMENT CORPORATION OF FLORIDA		6729 HATCHER RD	LAKELAND FL 33811- 2273	LAKELAND	FL	3381 1- 2273	RES
25300840700000 8012	GLOBAL SIGNAL ACQUISITIONS IV LLC		4017 WASHINGTON RD	MCMURRAY PA 15317- 2510	MCMURRAY	PA	1531 7- 2510	COM
25300942400000 3110	YOUNG MAJORIE HARRIS		2806 SPAIN DR	ATLANTA GA 30344- 3946	ATLANTA	GA	3034 4- 3946	RES
25300942400000 3130	VASQUEZ LEONARDO		2911 SYCAMORE CT APT 201	TAMPA FL 33613-5908	TAMPA	FL	3361 3- 5908	RES
25300942400000 3140	CARROLL LOTTIE	C/O WILLIAM T BONNEY	1125 GOLFVIEW AVE	BARTOW FL 33830-6726	BARTOW	FL	3383 0- 6726	RES

25300942400000 3150	BARNES EDDIE MAE		344 CENTRAL PARK AVE APT B7	SCARSDALE NY 10583- 1339	SCARSDALE	NY	1058 3- 1339	RES
25300942400000 4110	KHARRAN DEONARINE		635 CHICAGO WAY	DUNDEE FL 33838-4603	DUNDEE	FL	3383 8- 4603	RES
25300942400000 4120	WILBORN DOROTHY JEAN		1750 KINGSMILL DR	BARTOW FL 33830-6560	BARTOW	FL	3383 0- 6560	RES
25300900000003 4010	WILLIAMS HARRY R		PO BOX 1092	BARTOW FL 33831-1092	BARTOW	FL	3383 1- 1092	RES
25300942410000 2031	POLK COUNTY		PO BOX 988	BARTOW FL 33831-0988	BARTOW	FL	3383 1- 0988	GOV/E X
25300942400000 3030	QUALITY MANAGEMENT CORPORATION OF FLORIDA		6729 HATCHER RD	LAKELAND FL 33811- 2273	LAKELAND	FL	3381 1- 2273	RES
25300942400000 3090	ARMSTRONG GRAHAM JR		1850 MARSHALL ST	BARTOW FL 33830-6048	BARTOW	FL	3383 0- 6048	RES
25300942400000 3100	WEARING HATTIE	C/O CAROLYN MCLIN	1350 MARTIN LUTHER KING JR BLVD	BARTOW FL 33830-5849	BARTOW	FL	3383 0- 5849	RES
25300942410000 2060	HILL JAMES THOMAS		905 OAKLAWN DR	BARTOW FL 33830-6105	BARTOW	FL	3383 0- 6105	RES
25300841050000 4090	AGRAWAL USHMA		1467 SILVER LEAF DR	LAKELAND FL 33813- 2969	LAKELAND	FL	3381 3- 2969	COM
25300841050000 4080	AGRAWAL USHMA		1467 SILVER LEAF DR	LAKELAND FL 33813- 2969	LAKELAND	FL	3381 3- 2969	COM
25300841050000 4060	CARROLL ADDIE	C/O WILLIAM BONNY	PO BOX 2122	BARTOW FL 33831-2122	BARTOW	FL	3383 1- 2122	RES
25300841050000 4050	BLACKSHIRE HOLDINGS GROUP LLC		PO BOX 1552	BARTOW FL 33831-1552	BARTOW	FL	3383 1- 1552	RES
25300841050000 4030	SANDERS TIMOTHY O		1890 HAMILTON ST	BARTOW FL 33830	BARTOW	FL	3383 0	RES
25300841050000 1090	AGRAWAL USHMA		1467 SILVER LEAF DR	LAKELAND FL 33813- 2969	LAKELAND	FL	3381 3- 2969	COM
25300841050000 1080	AGRAWAL USHMA		1467 SILVER LEAF DR	LAKELAND FL 33813- 2969	LAKELAND	FL	3381 3- 2969	COM
25300841050000 1060	BONNEY ANNIE M	C/O WILLIAM BONNEY	PO BOX 2122	BARTOW FL 33831-2122	BARTOW	FL	3383 1- 2122	RES
25300841050000 1050	WILLIAMS ROJAZA LEANDRE		1545 E BAY ST	BARTOW FL 33830-6061	BARTOW	FL	3383 0- 6061	RES
25300841050000 1010	WOODRUFF LULA MAE ESTATE OF		1590 MAGNOLIA ST	BARTOW FL 33830-6034	BARTOW	FL	3383 0- 6034	RES
25300942400000 1041	CARTER WILLIAM T		1008 SE 2ND ST	MULBERRY FL 33860- 3151	MULBERRY	FL	3386 0- 3151	RES
25300942400000 2040	BLACKSHIRE HOLDINGS GROUP LLC		PO BOX 1552	BARTOW FL 33831-1552	BARTOW	FL	3383 1- 1552	RES

25300900000003 2040	BARTOW CITY OF PARK/HAMILTON & OAKLAWN	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450008 4082	ALMAR PROPERTIES LLC		5401 S KIRKMAN RD STE 135	ORLANDO FL 32819- 7947	ORLANDO	FL	3281 9- 7947	RES
25300841450006 4071	ST JAMES AME CHURCH OF BARTOW INC		795 N 4TH AVE	BARTOW FL 33830	BARTOW	FL	3383 0	RES
25300841450005 4071	MACON ARTHUR W SR EST	C/O WANDA F MACON	830 N LINCOLN AVE	LAKELAND FL 33815- 1321	LAKELAND	FL	3381 5- 1321	RES
25300841450004 4080	RKS PROPERTIES LLC		381 SARGO RD	ATLANTIC BEACH FL 32233-3813	ATLANTIC BEACH	FL	3223 3- 3813	RES
25300942650000 4020	GREEN BERNICE J		855 GOLFVIEW AVE	BARTOW FL 33830-6149	BARTOW	FL	3383 0- 6149	RES
25300942650000 4030	GREEN ERNEST III	C/O VIVIAN GREEN	242 ECHO CIR	FORT WALTON BEACH FL 32548-6315	FORT WALTON BEACH	FL	3254 8- 6315	RES
25300942650000 4040	SWEET ANDRE		6035 SUNSET VISTA DR	LAKELAND FL 33812- 4441	LAKELAND	FL	3381 2- 4441	RES
25300942650000 4110	YOUNG CARVER R		1050 E TEE CIR	BARTOW FL 33830-6133	BARTOW	FL	3383 0- 6133	RES
25300942650000 3040	SANDERS HENRY L		6310 NW 89TH AVE	TAMARAC FL 33321- 3610	TAMARAC	FL	3332 1- 3610	RES
25300942650000 3060	ALI KHARI AHKIYAH TRUST		925 TANGELO CIR	BARTOW FL 33830-3552	BARTOW	FL	3383 0- 3552	RES
25300942650000 3080	TRINIDAD ORLANDO		1124 IRANISTAN AVE	BRIDGEPOR T CT 06605- 1121	BRIDGEPOR T	CT	0660 5- 1121	RES
25300942650000 3090	MANNING NAKISHIA		213 TERRANOVA BLVD	WINTER HAVEN FL 33884-3423	WINTER HAVEN	FL	3388 4- 3423	RES
25300942650000 3120	REESE BETTIE		2270 E GIBBONS ST	BARTOW FL 33830-6719	BARTOW	FL	3383 0- 6719	RES
25300841450003 4060	SWEET DWAINE		1915 RIBAULT SCENIC DR	JACKSONVIL LE FL 32208-5907	JACKSONVIL LE	FL	3220 8- 5907	RES
25300841450002 4060	A&A HOMEVESTORS LLC		2317 EF GRIFFIN RD	BARTOW FL 33830-8402	BARTOW	FL	3383 0- 8402	RES
25300841450001 4030	HAMILTON JOHN MARSHALL		11820 HOMEWOOD RD	ELLICOTT CITY MD 21042-1512	ELLICOTT CITY	MD	2104 2- 1512	RES
25300841450008 4050	BROWN KRISTIN R		880 S LB BROWN AVE	BARTOW FL 33830-5706	BARTOW	FL	3383 0- 5706	RES
25300841450007 4051	AKBAR MUNAWAR		13139 GREENPOINT E DR	ORLANDO FL 32824- 6284	ORLANDO	FL	3282 4- 6284	RES
25300841450004 4050	KING CHARLES E JR		1227 N PEACHTREE PKWY PMB 128	PEACHTREE CITY GA 30269-1743	PEACHTREE CITY	GA	3026 9- 1743	RES
25300942680000 2110	CROSBY GARRY G		2175 MAGNOLIA ST	BARTOW FL 33830-6128	BARTOW	FL	3383 0- 6128	RES

25300942680000 2130	CROSBY GARRY G		2175 MAGNOLIA ST	BARTOW FL 33830-6128	BARTOW	FL	3383 0- 6128	RES
25300942680000 2140	WILLIAMS HARRY R		PO BOX 1092	BARTOW FL 33831-1092	BARTOW	FL	3383 1- 1092	RES
25300942680000 2160	WILLIAMS HARRY R		PO BOX 1092	BARTOW FL 33831-1092	BARTOW	FL	3383 1- 1092	RES
25300841450004 4060	LONGWORTH LEO E		1395 MAGNOLIA ST	BARTOW FL 33830-5838	BARTOW	FL	3383 0- 5838	RES
25300841500000 7012	RICHARDSON CHARLES T		2308 PALMA SOLA BLVD	BRADENTO N FL 34209- 5223	BRADENTO N	FL	3420 9- 5223	IND
25300841450003 4021	VAZQUEZ RAMON		2400 TIMOTHY LN	KISSIMMEE FL 34743- 3660	KISSIMMEE	FL	3474 3- 3660	RES
25300841450006 4012	BEARRENTINE JANET ESTATE OF		1329 MOUNT PISGAH RD	FORT MEADE FL 33841-9772	FORT MEADE	FL	3384 1- 9772	RES
25300942650000 2100	GAYLE RENFORD		845 POLK ST	BARTOW FL 33830-3603	BARTOW	FL	3383 0- 3603	RES
25300942650000 2050	NOBA VENTURES OF FLORIDA LLC		2812 LA CIMA RD	CORONA CA 92879-5864	CORONA	CA	9287 9- 5864	RES
25300942680000 2030	WILLIAMS HARRY R		PO BOX 1092	BARTOW FL 33831-1092	BARTOW	FL	3383 1- 1092	RES
25300942680000 2020	DANIELS GENETTE BELL ESTATE OF		2145 MARTIN LUTHER KING JR BLVD	BARTOW FL 33830-5345	BARTOW	FL	3383 0- 5345	RES
25300942680000 2010	JONES SHEILA DANIELS		2145 MARTIN LUTHER KING JR BLVD	BARTOW FL 33830-5345	BARTOW	FL	3383 0- 5345	RES
25300942650000 1061	WILLIAMS LEOLA ESTATE OF		2320 AVENUE C SW	WINTER HAVEN FL 33880-2535	WINTER HAVEN	FL	3388 0- 2535	RES
25300942650000 1050	REESE JEROME KENT JR		1410 MAGNOLIA ST	BARTOW FL 33830-5839	BARTOW	FL	3383 0- 5839	RES
25300942650000 1020	ELLIOT CLAIRES		12520 COUNTRYSID E TER	COOPER CITY FL 33330-2729	COOPER CITY	FL	3333 0- 2729	RES
25300942650000 1010	ELLIOTT CLAIRES REVOCABLE TRUST		12520 COUNTRYSID E TER	COOPER CITY FL 33330-2729	COOPER CITY	FL	3333 0- 2729	RES
25300942420000 2180	LOWERY MELANIE M		2211 VELVET WAY	LAKELAND FL 33811- 4007	LAKELAND	FL	3381 1- 4007	RES
25300942420000 2120	AUSTIN JAMES P		1050 W TEE CIR	BARTOW FL 33830-6139	BARTOW	FL	3383 0- 6139	RES
25300841750000 0020	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841750000 0010	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450008 3072	COLLINS GLENETH F		1025 E TEE CIR	BARTOW FL 33830-6134	BARTOW	FL	3383 0- 6134	RES

25300841450006 3072	AFRICAN METHODIST EPISC OF THE U S	TRUSTEES	PO BOX 572	BARTOW FL 33831-0572	BARTOW	FL	3383 1- 0572	INST/E X
25300841450006 3071	RICH JORDAN RAY		15898 HWY 27 LOT 114	LAKE WALES FL 33859- 2567	LAKE WALES	FL	3385 9- 2567	RES
25300841450005 3070	POWELL FRANK C ESTATE OF		6267 ASHLEY DR	LAKELAND FL 33813- 4467	LAKELAND	FL	3381 3- 4467	RES
25300841450005 3080	WILSON LOUISE ESTATE OF	C/O MS DALE NAIRN	100 ERSKINE PL APT 19F	BRONX NY 10475-5738	BRONX	NY	1047 5- 5738	RES
25300841450004 3070	JOHNSON BENJAMIN		6640 LEMON TREE DR	LAKELAND FL 33813- 4410	LAKELAND	FL	3381 3- 4410	RES
25300900000003 3480	LAND OF LAND INC		PO BOX 66	SWEDESBO RO NJ 08085-0066	SWEDESBO RO	NJ	0808 5- 0066	RES
25300900000003 3490	CSX TRANSPORTATION INC		500 WATER ST	JACKSONVIL LE FL 32202-4445	JACKSONVIL LE	FL	3220 2- 4445	IND
25300900000003 3470	BIGGS BRADFORD RUSSELL		1095 KING ST	BARTOW FL 33830-3539	BARTOW	FL	3383 0- 3539	RES
25300942420000 2070	BIGGS BRADFORD RUSSELL SR		1095 KING ST	BARTOW FL 33830-3539	BARTOW	FL	3383 0- 3539	RES
25300942420000 2110	STEPHENS ASTRA		5538 TERRACE CT APT 4	TEMPLE TERRACE FL 33617-5438	TEMPLE TERRACE	FL	3361 7- 5438	RES
25300841450002 3060	WOODRUFF LULA MAE ESTATE OF		1590 MAGNOLIA ST	BARTOW FL 33830-6034	BARTOW	FL	3383 0- 6034	RES
25300841450007 3050	ST JAMES A M E CHURCH		PO BOX 572	BARTOW FL 33831-0572	BARTOW	FL	3383 1- 0572	INST/E X
25300841450007 3060	BARNES EDDIE MAE		344 CENTRAL PARK AVE APT B7	SCARSDALE NY 10583- 1339	SCARSDALE	NY	1058 3- 1339	RES
25300841450006 3050	ST JAMES A M E CHURCH OF BARTOW INC		PO BOX 572	BARTOW FL 33831-0572	BARTOW	FL	3383 1- 0572	INST/E X
25300942600000 4031	AMOS HAZEL B		535 BOHANNON BLVD	ORLANDO FL 32824- 5904	ORLANDO	FL	3282 4- 5904	RES
25300942600000 5040	GROW PROPERTIES REAL ESTATE GROUP CORP		100 KINGS POINT DR APT 418	NORTH MIAMI BEACH FL 33160-4782	NORTH MIAMI BEACH	FL	3316 0- 4782	RES
25300942600000 5030	MCGHEE JOE L		2085 MACON ST	BARTOW FL 33830-5331	BARTOW	FL	3383 0- 5331	RES
25300942680000 1120	BROWN EDDIE LEE SR		880 TEE AVE	BARTOW FL 33830-5352	BARTOW	FL	3383 0- 5352	RES
25300900000003 3720	CRUMP JEREME		13629 HIDDEN FOREST CIR	ORLANDO FL 32828- 6814	ORLANDO	FL	3282 8- 6814	RES
25300841450007 3041	BARNES EDDIE MAE		344 CENTRAL PARK AVE APT B7	SCARSDALE NY 10583- 1339	SCARSDALE	NY	1058 3- 1339	COM
25300841450004 3041	HULBERT HOMES INC		PO BOX 6254	LAKELAND FL 33807- 6254	LAKELAND	FL	3380 7- 6254	RES

25300841450002 3020	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450002 3012	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450002 3013	J & S PROPERTY RESOLUTION SPECIALIST LLC		350 ECHO PINES WAY	LAKELAND FL 33813- 4509	LAKELAND	FL	3381 3- 4509	RES
25300841450001 3012	JACKSON HARVEY JR ESTATE OF	C/O EDITH J NELSON	975 W TEE CIR	BARTOW FL 33830-6138	BARTOW	FL	3383 0- 6138	RES
25300841450001 3021	JACKSON HARVEY JR	C/O EDITH J NELSON	975 W TEE CIR	BARTOW FL 33830-6138	BARTOW	FL	3383 0- 6138	RES
25300841450008 3010	POWELL FRANK C ESTATE OF		6267 ASHLEY DR	LAKELAND FL 33813- 4467	LAKELAND	FL	3381 3- 4467	COM
25300841450007 3012	QUALITY MANAGEMENT CORPORATION OF FLORIDA		6729 HATCHER RD	LAKELAND FL 33811- 2273	LAKELAND	FL	3381 1- 2273	COM
25300841450006 3010	POWELL FRANK C		6267 ASHLEY DR	LAKELAND FL 33813- 4467	LAKELAND	FL	3381 3- 4467	COM
25300841450004 3011	ROBYN YANT LLC		1044 SEMINOLE DR	TALLAHASS EE FL 32301-5700	TALLAHASS EE	FL	3230 1- 5700	COM
25300900000003 3430	LOPEZ SANTIAGO MARTINEZ		CALLE 51	COLUMBIA				RES
25300900000003 3410	MILLER DAVID A		1114 WALNUT ST	HAMILTON OH 45011- 3745	HAMILTON	OH	4501 1- 3745	RES
25300942600000 3012	YOUNG MARJORIE H		2806 SPAIN DR	ATLANTA GA 30344- 3946	ATLANTA	GA	3034 4- 3946	RES
25300942600000 2010	BARTOW CITY OF		450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300942600000 1040	JONES MONIQUE J		2145 MARTIN LUTHER KING JR BLVD	BARTOW FL 33830-5345	BARTOW	FL	3383 0- 5345	RES
25300942600000 1030	DANIELS GENETTE ESTATE OF		2145 MARTIN LUTHER KING JR BLVD	BARTOW FL 33830-5345	BARTOW	FL	3383 0- 5345	RES
25300900000003 3200	MOBLEY ORPHA SELENA		804 EDWARDS DR	FRANKLIN TN 37064- 2011	FRANKLIN	TN	3706 4- 2011	RES
25300841450006 2072	BRIGHTEST MINDS ACADEMY LLC	C/O GERALDINE WILLIAMS	360 E VINE ST	BARTOW FL 33830-5639	BARTOW	FL	3383 0- 5639	COM
25300900000003 1150	MCCARTER TONJA DENEEN		3821 E RIVERHILLS DR APT A	TAMPA FL 33604	TAMPA	FL	3360 4	RES
25300841450002 2080	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450005 2082	VRP PROPERTY GROUP CORP		1317 EDGEWATER DR	ORLANDO FL 32804- 6350	ORLANDO	FL	3280 4- 6350	COM
25300900000003 3102	BENNETT GREGORY W		65 MAGNOLIA ST	ROCHESTER NY 14608- 2932	ROCHESTER	NY	1460 8- 2932	RES

25300841450002 2052	DIXON ELMER ESTATE OF		2907 N 91 MINE RD	BARTOW FL 33830-8992	BARTOW	FL	3383 0- 8992	COM
25300841450002 2060	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450005 2060	RAMOS CARLA MIGUELINA CASTRO		7139 OAKLAND ST	PHILADELPH IA PA 19149-1212	PHILADELPH IA	PA	1914 9- 1212	RES
25300841450004 2061	SILAS IRMA R ET AL		2821 SHAMROCK S	TALLAHASS EE FL 32309-3207	TALLAHASS EE	FL	3230 9- 3207	COM
25300900000003 3760	WHITE JEFFREY		1810 E GEORGIA ST	BARTOW FL 33830-6705	BARTOW	FL	3383 0- 6705	RES
25300841500000 6022	EVOLVE PROFESSIONAL HOLDINGS LLC		PO BOX 2362	BARTOW FL 33831-2362	BARTOW	FL	3383 1- 2362	COM
25300900000003 1070	BARTOW CITY OF		450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300900000003 3730	PARKER MARSHALL		6157 CALENDAR CT E	LAKELAND FL 33812- 4362	LAKELAND	FL	3381 2- 4362	RES
25300841450002 2041	BARTOW COMMUNITY REDEVELOPMENT AGENCY		450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300841450007 2040	NORTH LEE		603 N 3RD ST	HAINES CITY FL 33844- 3503	HAINES CITY	FL	3384 4- 3503	RES
25300841450008 3091	PYRAMID FASTENERS INC		620 S 1ST AVE	BARTOW FL 33830-4909	BARTOW	FL	3383 0- 4909	IND
25300841450005 2030	MT GILBOA MISSIONARY BAPTIST CHURCH OF	BARTOW FLA INC	PO BOX 1533	BARTOW FL 33831-1533	BARTOW	FL	3383 1- 1533	INST/E X
25300841450004 2030	BURKETT THOMAS J	ARLINGTON BAY	9271 EDENSIRE CIR	ORLANDO FL 32836- 6597	ORLANDO	FL	3283 6- 6597	RES
25300841450004 2041	JAMES TIFFANY		1130 FAIRVIEW AVE	BARTOW FL 33830-6603	BARTOW	FL	3383 0- 6603	RES
25300900000003 3840	LOWE FAMILY TRUST		2330 NW 11TH ST	FORT LAUDERDAL E FL 33311- 5747	FORT LAUDERDAL E	FL	3331 1- 5747	RES
25300841450002 2013	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450002 2012	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450002 2022	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450002 2021	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X

25300841450008 2014	WILLIAMS LEOLA ESTATE OF		2320 AVENUE C SW	WINTER HAVEN FL 33880-2535	WINTER HAVEN	FL	3388 0- 2535	RES
25300841450008 2011	WILLIAMS LEOLA ESTATE OF		2320 AVENUE C SW	WINTER HAVEN FL 33880-2535	WINTER HAVEN	FL	3388 0- 2535	RES
25300841450007 2020	OVERSTREET DAPHNE C		995 LAUREL ST	BARTOW FL 33830-5119	BARTOW	FL	3383 0- 5119	RES
25300841450006 2020	WILLIAMS GERALDINE		360 E VINE ST	BARTOW FL 33830-5639	BARTOW	FL	3383 0- 5639	RES
25300841450004 2011	ROSS LEWIS		3638 GREENBRIAR DR NW	HUNTSVILLE AL 35810- 2572	HUNTSVILLE	AL	3581 0- 2572	RES
25300841450004 2012	ROBERTSON ERMA RUTH		10325 CLOVER PINE DR	TAMPA FL 33647-3753	TAMPA	FL	3364 7- 3753	RES
25300900000003 3790	JONES ALLIE VAN		880 CHILDS AVE	BARTOW FL 33830-3205	BARTOW	FL	3383 0- 3205	RES
25300841450001 2011	FIFTH AVENUE CHURCH OF CHRIST		PO BOX 2184	BARTOW FL 33831-2184	BARTOW	FL	3383 1- 2184	RES
25300900000003 3080	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450003 1070	LEVERETT YULONDA DETRESE		1724 HAGGERTY RD	PLANT CITY FL 33565- 6006	PLANT CITY	FL	3356 5- 6006	RES
25300841450006 1080	MT GILBOA MISSIONARY BAPTIST	CHURCH- BARTOW	PO BOX 1533	BARTOW FL 33831-1533	BARTOW	FL	3383 1- 1533	RES
25300841450005 1080	WEARING TRENIA L		74 VIA BELLAGIO	AMERICAN CANYON CA 94503-1423	AMERICAN CANYON	CA	9450 3- 1423	RES
25300841450004 1070	BESTER JAMES		2873 BARTON PL	BARTOW FL 33830-9590	BARTOW	FL	3383 0- 9590	RES
25300841550000 0141	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450004 1080	ROBERTSON ERMA R		10325 CLOVER PINE DR	TAMPA FL 33647-3753	TAMPA	FL	3364 7- 3753	RES
25300841450003 1050	REFUGE CHURCH OF OUR LORD JESUS CHRIST	TRS	615 S HOLLAND PKWY	BARTOW FL 33830-5313	BARTOW	FL	3383 0- 5313	RES
25300841450003 1060	MALDONADO JONATHAN I		385 MAIN ST	HOLYOKE MA 01040- 5607	HOLYOKE	MA	0104 0- 5607	COM
25300841450002 1050	REFUGE CHURCH OF OUR LORD JESUS CHRIST	TRS	615 S HOLLAND PKWY	BARTOW FL 33830-5313	BARTOW	FL	3383 0- 5313	INST/E X
25300841450005 1060	YANT ROBYN P		PO BOX 464	TALLAHASS EE FL 32302-0464	TALLAHASS EE	FL	3230 2- 0464	RES
25300900000003 3530	JOHNSON MICHAEL	C/O JIMMIE JEAN JOHNSON	925 FORREST DR	BARTOW FL 33830-3274	BARTOW	FL	3383 0- 3274	RES
25300841450005 1041	YANT ROBYN P		PO BOX 464	TALLAHASS EE FL 32302-0464	TALLAHASS EE	FL	3230 2- 0464	RES
25300841450002 1031	REFUGE CHURCH OUR LORD JESUS CHRIST OF	APOSTOLIC FAITH INC	615 S HOLLAND PKWY	BARTOW FL 33830-5313	BARTOW	FL	3383 0- 5313	COM

25300841450002 1032	POLITE ALTAMAE		395 S 10TH AVE	BARTOW FL 33830-5228	BARTOW	FL	3383 0- 5228	COM
25300841450006 1040	HOWARD STEVEN D		520 S FRENCH AVE	FORT MEADE FL 33841-3432	FORT MEADE	FL	3384 1- 3432	RES
25300841450003 1010	CHURCH OF GOD THE BIBLEWAY		3707 AVENUE M NW	WINTER HAVEN FL 33881-1975	WINTER HAVEN	FL	3388 1- 1975	COM
25300841450002 1020	POLITE REGINALD T		395 S 10TH AVE	BARTOW FL 33830-5228	BARTOW	FL	3383 0- 5228	COM
25300841450001 1010	FIFTH AVENUE CHURCH OF CHRIST INC		PO BOX 2184	BARTOW FL 33831-2184	BARTOW	FL	3383 1- 2184	RES
25300841450008 1100	BMO INC		840 E LEMON ST	BARTOW FL 33830-4925	BARTOW	FL	3383 0- 4925	COM
25300900000003 3050	ROSE ROBERT N SR		3451 NW 7TH ST	LAUDERHILL FL 33311- 6504	LAUDERHILL	FL	3331 1- 6504	RES
25300900000003 3040	BELL GABRIELLE REECE		101 W MAIN ST PMB 249	BARTOW FL 33830-4530	BARTOW	FL	3383 0- 4530	RES
25300900000003 3580	BROWNING JOHN A III		2110 GENEVA DR	LAKELAND FL 33805- 9552	LAKELAND	FL	3380 5- 9552	RES
25300538250000 0014	BYRD RUFUS	C/O LEROY GREEN	2058 N MARKET ST	JACKSONVIL LE FL 32206-3779	JACKSONVIL LE	FL	3220 6- 3779	RES
25300538250000 0015	NEIGHBORHOOD IMPROVEMENT CORPORATION OF BARTOW		470 S LB BROWN AVE	BARTOW FL 33830-4917	BARTOW	FL	3383 0- 4917	INST/E X
25300538200000 0011	BARTOW CITY OF OLD LIFT STATION	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538200000 0012	EVANS JESSIE BURNETT ESTATE OF		15106 DERBYSHIRE WAY	ACCOKEEK MD 20607- 2827	ACCOKEEK	MD	2060 7- 2827	RES
25300538200000 0221	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538200000 0222	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538250000 0013	NICHOLAS LAWRENCE		410 S 5TH AVE	BARTOW FL 33830-5025	BARTOW	FL	3383 0- 5025	RES
25300538250000 0011	NEIGHBORHOOD IMPROVEMENT CORPORATION OF BARTOW		470 S LB BROWN AVE	BARTOW FL 33830-4917	BARTOW	FL	3383 0- 4917	INST/E X
25300536700000 2240	DEAN BROOME CYNTHIA		112 S FERN RD	LAKELAND FL 33801- 2334	LAKELAND	FL	3380 1- 2334	RES
25300500000002 2070	CHURCH OF GOD	C/O ART SANDS	490 S 6TH AVE	BARTOW FL 33830-5055	BARTOW	FL	3383 0- 5055	INST/E X
25300538200000 0020	BRADY TAMMYE L		3312 DONDIS CREEK DR	TRIANGLE VA 22172- 2088	TRIANGLE	VA	2217 2- 2088	RES
25300538200000 0032	BRADY TAMMYE		3312 DONDIS CREEK DR	TRIANGLE VA 22172- 2088	TRIANGLE	VA	2217 2- 2088	RES

25300538400000 0040	EVERYDAY PROPERTIES LLC		1939 PRISTINE LOOP	LAKELAND FL 33811- 1027	LAKELAND	FL	3381 1- 1027	RES
25300538400000 0050	MONROY OCTAVIO CESAR RODRIGUEZ		4927 MELISSA LN	LAKELAND FL 33813- 2027	LAKELAND	FL	3381 3- 2027	RES
25300538400000 0070	ROGERS VERNA NELSON		1161 SAND MOUNTAIN RD	FORT MEADE FL 33841-3801	FORT MEADE	FL	3384 1- 3801	RES
25300536700000 2230	DEAN BROOME CYNTHIA		112 S FERN RD	LAKELAND FL 33801- 2334	LAKELAND	FL	3380 1- 2334	RES
25300538300000 2110	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538300000 2120	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300500000002 2230	CHURCH OF GOD OF BARTOW	C/O ART SANDS	490 S 6TH AVE	BARTOW FL 33830-5055	BARTOW	FL	3383 0- 5055	RES
25300538400000 0090	OVERSTREET DAPHNE CATHERINE		2370 3RD ST	MULBERRY FL 33860- 9408	MULBERRY	FL	3386 0- 9408	RES
25300538450000 2220	CARTER SALATHIEL		2971 WARFIELD DR	BARTOW FL 33830-9506	BARTOW	FL	3383 0- 9506	RES
25300538450000 2100	RENTPOLKCOUNTY. COM LLC		1830 BROKEN ARROW TRL N	LAKELAND FL 33813- 4855	LAKELAND	FL	3381 3- 4855	RES
25300536700000 2030	SMITH ALVIN B JR		1720 LAUREL ST	BARTOW FL 33830-5320	BARTOW	FL	3383 0- 5320	RES
25300538400000 0100	ALLEN ALICE	C/O DAPHNE OVERSTREET	2890 HOWARD ST	MULBERRY FL 33860- 9604	MULBERRY	FL	3386 0- 9604	RES
25300538450000 2090	LUGO DOLORES		10285 US HIGHWAY 98 N	LAKELAND FL 33809- 8004	LAKELAND	FL	3380 9- 8004	RES
25300538450000 1090	GRACE DENNIS C		4406 PRESERVE DR APT 105	MELBOURN E FL 32934- 8736	MELBOURN E	FL	3293 4- 8736	RES
25300500000002 4020	NEIGHBORHOOD IMPROVEMENT CORPORATION OF BARTOW		470 S LB BROWN AVE	BARTOW FL 33830-4917	BARTOW	FL	3383 0- 4917	INST/E X
25300538400000 0110	HARDY THEODORE A		1210 E BAY ST	BARTOW FL 33830-5823	BARTOW	FL	3383 0- 5823	RES
25300538200000 0180	EVANS JESSIE BURNETT ESTATE OF		15106 DERBYSHIRE WAY	ACCOKEEK MD 20607- 2827	ACCOKEEK	MD	2060 7- 2827	RES
25300500000002 2110	REDZOVIC NAFIJE		11432 HAMMOCK OAKS CT	LITHIA FL 33547-1949	LITHIA	FL	3354 7- 1949	RES
25300500000002 2030	LUSTER VONNEY		308 E CARLISLE RD	LAKELAND FL 33813- 1611	LAKELAND	FL	3381 3- 1611	RES
25300538450000 1200	TLC PROPERTIES INC		3760 NEW TAMPA HWY	LAKELAND FL 33815- 3332	LAKELAND	FL	3381 5- 3332	RES
25300538450000 1080	BARNES EDDIE MAE		344 CENTRAL PARK AVE APT B7	SCARSDALE NY 10583- 1339	SCARSDALE	NY	1058 3- 1339	RES

25300536700000 2040	POLITE REGINALD T	395 S 10TH AVE	BARTOW FL 33830-5228	BARTOW	FL	3383 0- 5228	RES
25300538250000 0043	HAZELTON ANNA DELOIS	542 SCOTT ST	PETERSBUR G VA 23805-9323	PETERSBUR G	VA	2380 5- 9323	RES
25300500000002 2090	REDZOVIC NAFIJE	11432 HAMMOCK OAKS CT	LITHIA FL 33547-1949	LITHIA	FL	3354 7- 1949	RES
25300538450000 2190	ST JOHNS MISSIONARY BAPTIST CHURCH	PO BOX 2697	BARTOW FL 33831-2697	BARTOW	FL	3383 1- 2697	INST/E X
25300538450000 1190	TLC PROPERTIES INC	3760 NEW TAMPA HWY	LAKELAND FL 33815- 3332	LAKELAND	FL	3381 5- 3332	RES
25300538400000 0142	MEZA MELQUIADES	1155 E DAVIDSON ST	BARTOW FL 33830-4128	BARTOW	FL	3383 0- 4128	RES
25300538400000 0141	MCKEIVER BERNARD N	1575 SAILPOINT DR	BARTOW FL 33830-9778	BARTOW	FL	3383 0- 9778	RES
25300538450000 1180	ROGERS ARCHIE JR	PO BOX 913	BARTOW FL 33831-0913	BARTOW	FL	3383 1- 0913	RES
25300536700000 2070	SACKETT AND SONS CONSTRUCTION LLC	4683 CLUBHOUSE RD	LAKELAND FL 33812- 4247	LAKELAND	FL	3381 2- 4247	RES
25300538200000 0150	EVANS JESSIE BURNETT ESTATE OF	15106 DERBYSHIRE WAY	ACCOKEEK MD 20607- 2827	ACCOKEEK	MD	2060 7- 2827	RES
25300538300000 1090	SAGAPO REAL ESTATE 3 LLC	8850 FINSEN ST	ORLANDO FL 32827	ORLANDO	FL	3282 7	RES
25300538400000 0203	LEWTER JESSIE	420 S 5TH AVE	BARTOW FL 33830-5025	BARTOW	FL	3383 0- 5025	RES
25300538450000 1170	BARTOW CITY OF	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538300000 1120	KELLY HATTIE ESTATE OF	1040 E STANFORD ST	BARTOW FL 33830-5045	BARTOW	FL	3383 0- 5045	RES
25300538450000 2050	SAGAPRO PROPERTIES LLC	8850 FINSEN ST	ORLANDO FL 32827- 7640	ORLANDO	FL	3282 7- 7640	RES
25300538450000 1050	VILLANVEVE MARIA GRISELDA VALLE	5600 NEW TAMPA HWY LOT 44	LAKELAND FL 33815- 0913	LAKELAND	FL	3381 5- 0913	RES
25300500000002 2160	JONES TYRONE B	4909 CORFU DR	COCOA FL 32926-5027	COCOA	FL	3292 6- 5027	RES
25300538400000 0181	RUIZ CYNTHIA COLON	334 MEADOWBR OOK BLVD	WINTER HAVEN FL 33881-9752	WINTER HAVEN	FL	3388 1- 9752	RES
25300538250000 0070	MCGHEE JOE LOUIS SR	2085 MACON ST	BARTOW FL 33830-5331	BARTOW	FL	3383 0- 5331	RES
25300538450000 2040	CARTER WILLETTE ENELL	1225 E GAY ST	BARTOW FL 33830-5034	BARTOW	FL	3383 0- 5034	RES
25300538450000 1160	BARTOW CITY OF	450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300538450000 1040	NORTHERN SHERMAN L	2971 WARFIELD DR	BARTOW FL 33830-9506	BARTOW	FL	3383 0- 9506	RES

25300500000002 2150	JONES TYRONE B		4909 CORFU DR	COCOA FL 32926-5027	COCOA	FL	3292 6- 5027	RES
25300538300000 1020	LEES NEST PROPERTY MANAGEMENT LLC		PO BOX 7896	MARIETTA GA 30065	MARIETTA	GA	3006 5	RES
25300538200000 0120	BURKETT CHAPEL PRIMITIVE BAPTIST CHURCH INC		415 S 3RD AVE	BARTOW FL 33830-5024	BARTOW	FL	3383 0- 5024	INST/E X
25300538300000 1010	MONROY OCTAVIO CESAR RODRIGUEZ		4927 MELISSA LN	LAKELAND FL 33813- 2027	LAKELAND	FL	3381 3- 2027	RES
25300538450000 2150	ST JOHNS MISSIONARY BAPTIST CHURCH		PO BOX 2697	BARTOW FL 33831-2697	BARTOW	FL	3383 1- 2697	RES
25300500000002 2120	CARTER WILLETTE EUNELL		1225 E GAY ST	BARTOW FL 33830-5034	BARTOW	FL	3383 0- 5034	RES
25300538450000 2140	ST JOHNS MISSIONARY BAPTIST CHURCH		PO BOX 2697	BARTOW FL 33831-2697	BARTOW	FL	3383 1- 2697	RES
25300536700000 2140	BLACKSHIRE HOLDINGS GROUP LLC		PO BOX 1552	BARTOW FL 33831-1552	BARTOW	FL	3383 1- 1552	RES
25300538450000 1010	LEWIS JERRY KONARD		2308 AVENUE D SW	WINTER HAVEN FL 33880-2549	WINTER HAVEN	FL	3388 0- 2549	RES
25300536700000 2120	BESTER JAMES		2873 BARTON PL	BARTOW FL 33830-9590	BARTOW	FL	3383 0- 9590	RES
25300538150000 1130	BURKETT CHAPEL PRIMITIVE BAPTIST CHURCH INC		415 S 3RD AVE	BARTOW FL 33830-5024	BARTOW	FL	3383 0- 5024	INST/E X
25300740000001 0045	BARTOW CITY OF		450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300740000001 0042	SKS INVESTMENTS LLC		325 W MAIN ST	BARTOW FL 33830-4534	BARTOW	FL	3383 0- 4534	RES
25300740000001 0043	DOUGLAS RHONDA EST		405 CITRUS HIGHLANDS DR W	BARTOW FL 33830-8852	BARTOW	FL	3383 0- 8852	RES
25300740000001 0046	DOUGLAS RHONDA D EST		405 CITRUS HIGHLANDS DR W	BARTOW FL 33830-8852	BARTOW	FL	3383 0- 8852	RES
25300538350000 0403	ROBINSON EDDIE		630 S 9TH AVE	BARTOW FL 33830-5204	BARTOW	FL	3383 0- 5204	RES
25300538350000 0402	MCCLOUD LORENZO SR ESTATE OF		2095 ML KING JR BLVD	BARTOW FL 33830-5343	BARTOW	FL	3383 0- 5343	RES
25300537800000 2390	B&G INVESTMENTS AND HOLDINGS LLC		1009 NW 53RD ST	DEERFIELD BEACH FL 33064-8604	DEERFIELD BEACH	FL	3306 4- 8604	RES
25300538350000 0360	MCKAY JOAN ET AL	C/O ERNEST R JOE	1232 N VIRGINIA AVE	LAKELAND FL 33805- 4853	LAKELAND	FL	3380 5- 4853	RES
25300538350000 0371	RICHARDSON ZAID ABU		5630 PGA BLVD APT 1128	ORLANDO FL 32839- 3504	ORLANDO	FL	3283 9- 3504	RES
25300538350000 0372	LINK MARIUS JOHN		6523 EAGLE RIDGE WAY	LAKELAND FL 33813- 5684	LAKELAND	FL	3381 3- 5684	RES
25300538350000 0380	RICHARDSON ZAID ABU		5630 PGA BLVD APT 1128	ORLANDO FL 32839- 3504	ORLANDO	FL	3283 9- 3504	RES

25300538350000 0390	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300537800000 9060	ACHIEVEMENT ACADEMY INC		716 E BELLA VISTA ST	LAKELAND FL 33805- 3009	LAKELAND	FL	3380 5- 3009	INST/E X
25300537800000 6080	ACHIEVEMENT ACADEMY INC		716 E BELLA VISTA ST	LAKELAND FL 33805- 3009	LAKELAND	FL	3380 5- 3009	INST/E X
25300537850000 4560	ACHIEVEMENT ACADEMY INC		716 E BELLA VISTA ST	LAKELAND FL 33805- 3009	LAKELAND	FL	3380 5- 3009	INST/E X
25300538150000 0810	BROWN CRYSTAL GAIL		PO BOX 2487	EAGLE LAKE FL 33839- 2487	EAGLE LAKE	FL	3383 9- 2487	RES
25300538100000 0510	MORNINGSTAR MISSIONARY BAPTIST CHURCH OF	BARTOW INC	PO BOX 2451	BARTOW FL 33831-2451	BARTOW	FL	3383 1- 2451	INST/E X
25300538100000 0580	CHANCEY HERBERT EUGENE		810 COPPERLEAF LN	BARTOW FL 33830-7007	BARTOW	FL	3383 0- 7007	COM
25300538150000 0650	BIGGS BRADFORD		1095 KING ST	BARTOW FL 33830-3539	BARTOW	FL	3383 0- 3539	COM
25300537500002 2010	SKS INVESTMENTS LLC		325 W MAIN ST	BARTOW FL 33830-4534	BARTOW	FL	3383 0- 4534	COM
25300537900000 5331	ELLIS HELEN L TRUST		685 E PEARL ST	BARTOW FL 33830-5758	BARTOW	FL	3383 0- 5758	COM
25300538350000 0210	DIAMOND HOLDINGS GROUP LLC		PO BOX 547393	ORLANDO FL 32854- 7393	ORLANDO	FL	3285 4- 7393	COM
25300538350000 0220	DIAMOND HOLDINGS GROUP LLC		PO BOX 547393	ORLANDO FL 32854- 7393	ORLANDO	FL	3285 4- 7393	COM
25300538350000 0230	DIAMOND HOLDINGS GROUP LLC		PO BOX 547393	ORLANDO FL 32854- 7393	ORLANDO	FL	3285 4- 7393	COM
25300538350000 0240	STRIVING TO MAKE A DIFFERENCE MINISTRIES	C/O ROBERT J LEE REGISTERED AGENT	608 W 14TH ST	LAKELAND FL 33805- 3620	LAKELAND	FL	3380 5- 3620	INST/E X
25300538350000 0250	STRIVING TO MAKE A DIFFERENCE MINISTRIES INC		608 W 14TH ST	LAKELAND FL 33805- 3620	LAKELAND	FL	3380 5- 3620	INST/E X
25300538350000 0260	MT OLIVE FREEWILL BAPTIST CHURCH		PO BOX 897	BARTOW FL 33831-0897	BARTOW	FL	3383 1- 0897	INST/E X
25300538100000 0420	MORNINGSTAR MISSIONARY BAPTIST CHURCH		1240 E GAY ST	BARTOW FL 33830-5033	BARTOW	FL	3383 0- 5033	INST/E X
25300537450000 0013	MCILRAVEY RUTH A ESTATE OF	C/O WACHOVIA	113 S TENNESSEE AVE	LAKELAND FL 33801- 4613	LAKELAND	FL	3380 1- 4613	COM
25300536850000 0120	JONES RICHARD SCOTT		855 E MAIN ST	BARTOW FL 33830-4940	BARTOW	FL	3383 0- 4940	RES
25300536850000 0140	870 E GAY STREET LLC		4009 STATE ROAD 60 E	BARTOW FL 33830-8666	BARTOW	FL	3383 0- 8666	COM
25300536850000 0160	ELLIS HELEN L TRUST		685 E PEARL ST	BARTOW FL 33830-5758	BARTOW	FL	3383 0- 5758	COM

25300537400000 0062	J R & LL MANAGEMENT LLC		3206 S HOPKINS AVE PMB 204	TITUSVILLE FL 32780- 5667	TITUSVILLE	FL	3278 0- 5667	COM
25300740000001 0013	SKS INVESTMENTS LLC		325 W MAIN ST	BARTOW FL 33830-4534	BARTOW	FL	3383 0- 4534	COM
25300537250002 2010	SKS INVESTMENTS LLC		325 W MAIN ST	BARTOW FL 33830-4534	BARTOW	FL	3383 0- 4534	COM
25300538150000 0241	CATI JOSEFINA I		1085 E MAIN ST	BARTOW FL 33830-5002	BARTOW	FL	3383 0- 5002	RES
25300538100000 0251	HERCULES GREEK GOD LLC		1395 E MAIN ST	BARTOW FL 33830-5008	BARTOW	FL	3383 0- 5008	RES
25300538150000 0112	TOWARD RONALD N		PO BOX 1772	BARTOW FL 33831-1772	BARTOW	FL	3383 1- 1772	COM
25300639350000 1040	FISKARS ERIK S TRUST		1076 MINERS RD	SAINT JOSEPH MI 49085-9625	SAINT JOSEPH	MI	4908 5- 9625	COM
25300639350000 1011	JR HOLDING GROUP LLC		6265 HAMPTON POINTE CIR	LAKELAND FL 33813- 7901	LAKELAND	FL	3381 3- 7901	COM
25300639400000 0020	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300639400000 0010	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538150000 0100	TOWARD RONALD N		PO BOX 1772	BARTOW FL 33831-1772	BARTOW	FL	3383 1- 1772	COM
25300538100000 0150	J WALTER HOMES INC		PO BOX 2655	LOGANVILL E GA 30052- 1963	LOGANVILL E	GA	3005 2- 1963	COM
25300538100000 0131	J WALTER HOMES INC		PO BOX 2655	LOGANVILL E GA 30052- 1963	LOGANVILL E	GA	3005 2- 1963	COM
25300638550000 1050	CHURCH OF CHRIST OF BARTOW		550 W MAIN ST	BARTOW FL 33830-3657	BARTOW	FL	3383 0- 3657	COM
25300537250001 0032	KINCART GROUP DOWNTOWN BARTOW		1419 OAKLAWN PL	LAKELAND FL 33803- 2317	LAKELAND	FL	3380 3- 2317	COM
25300537250001 0040	KINCART GROUP DOWNTOWN BARTOW LLC	STUART	1419 OAKLAWN PL	LAKELAND FL 33803- 2317	LAKELAND	FL	3380 3- 2317	COM
25300537250001 1032	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300537250002 0024	ESPECIALLY 4 U CATERING LLC		1120 SPRUCE RD	EAGLE LAKE FL 33839- 5108	EAGLE LAKE	FL	3383 9- 5108	COM
25300639400000 0110	HEBB NORA MAE TR		7514 FORRESTER LN	MANASSAS VA 20109- 3031	MANASSAS	VA	2010 9- 3031	COM
25300537100000 6082	WRAY ADAH JANE	C/O RHONDA WRAY JOHNSON /POA	5600 NE 60TH AVE	HIGH SPRINGS FL 32643-5842	HIGH SPRINGS	FL	3264 3- 5842	COM

25300600000002 3100	GABRIEL F DELGADO DPM PA		203 KERNEYWOOD ST	LAKELAND FL 33803-2947	LAKELAND	FL	3380 3-2947	COM
25300639400000 0120	BARTOW CITY OF GARDEN CLUB/LEASED	ATTN:CITY AUDITOR/CLERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1-1069	GOV/EX
25300500000002 1170	BARTOW COMMUNITY HEALTHCARE FOUNDATION		PO BOX 877	BARTOW FL 33831-0877	BARTOW	FL	3383 1-0877	COM
25300537100000 5020	WILLIAMS WENDELL JR		360 E VINE ST	BARTOW FL 33830-5639	BARTOW	FL	3383 0-5639	COM
25300500000002 3390	CSX CORPORATION	TAX DEPT J910	500 WATER ST	JACKSONVILLE FL 32202-4445	JACKSONVILLE	FL	3220 2-4445	COM
25300500000002 3400	CSX CORPORATION	TAX DEPT J910	500 WATER ST	JACKSONVILLE FL 32202-4445	JACKSONVILLE	FL	3220 2-4445	COM
25300536650000 4200	BARTOW CITY OF	ATTN:CITY AUDITOR/CLERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1-1069	GOV/EX
25300536650000 3210	MAIN STREET BAPTIST CHURCH OF BARTOW INC		1140 E MAIN ST	BARTOW FL 33830-5003	BARTOW	FL	3383 0-5003	INST/EX
25300500000002 1200	BARTOW COMMUNITY HEALTHCARE FOUNDATION		PO BOX 877	BARTOW FL 33831-0877	BARTOW	FL	3383 1-0877	COM
25300500000002 3160	BARTOW COMMUNITY HEALTHCARE FOUNDATION		PO BOX 877	BARTOW FL 33831-0877	BARTOW	FL	3383 1-0877	COM
25300537250000 2031	OLD STUART PLACE LLC		PO BOX 426	BARTOW FL 33831-0426	BARTOW	FL	3383 1-0426	COM
25300537250000 2022	OLD STUART PLACE LLC		PO BOX 426	BARTOW FL 33831-0426	BARTOW	FL	3383 1-0426	COM
25300537100000 1191	COE LISA		795 E CHURCH ST	BARTOW FL 33830-4012	BARTOW	FL	3383 0-4012	COM
25300600000002 3130	BARTOW CITY OF	ATTN:CITY AUDITOR/CLERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1-1069	GOV/EX
25300536650000 4010	BARTOW CITY OF	ATTN:CITY AUDITOR/CLERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1-1069	GOV/EX
25300536650000 3040	MAIN STREET BAPTIST CHURCH OF BARTOW INC		1140 E MAIN ST	BARTOW FL 33830-5003	BARTOW	FL	3383 0-5003	INST/EX
25300536650000 3080	MAIN STREET BAPTIST CHURCH		1140 E MAIN ST	BARTOW FL 33830-5003	BARTOW	FL	3383 0-5003	INST/EX
25300537250000 4013	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1-1069	GOV/EX
25300500000004 1240	EDWARD C STUART FOUNDATION INC		PO BOX 2429	BARTOW FL 33831-2429	BARTOW	FL	3383 1-2429	RES
25300500000002 3280	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1-1069	GOV/EX

25300639150000 1031	SIKES MARGARET M		1510 E GEORGIA ST APT 1	BARTOW FL 33830-6653	BARTOW	FL	3383 0- 6653	COM
25300639150000 1024	FLAN 4 MULTI LLC	C/O FLANDERS CORP TAX DEPT	531 FLANDERS FILTER RD	WASHINGT ON NC 27889-7805	WASHINGT ON	NC	2788 9- 7805	IND
25300536800000 7012	ALDERMAN RICHARD A		750 E CHURCH ST	BARTOW FL 33830-4011	BARTOW	FL	3383 0- 4011	RES
25300536800000 6021	HENRY SETH		6091B HOUGH RD	ALMONT MI 48003-9754	ALMONT	MI	4800 3- 9754	RES
25300537150000 0051	LOLLAR BROTHERS PROPERTIES LLC		690 MANOR DR	BARTOW FL 33830-3239	BARTOW	FL	3383 0- 3239	RES
25300500000002 3100	LAS CASAS AT CHURCH STREET LLC		2002 E 5TH AVE UNIT 108	TAMPA FL 33605-5233	TAMPA	FL	3360 5- 5233	RES
25300639150000 2023	SANTIAGO HECTOR M		6470 WALKERS GLEN CT	LAKELAND FL 33813- 5417	LAKELAND	FL	3381 3- 5417	RES
25300538050000 3060	NOBO RALPH J JR		222 W MAIN ST	BARTOW FL 33830-4511	BARTOW	FL	3383 0- 4511	RES
25300538050000 3090	ALBRITTON HERBERT L		22 NEEDLES DR	OCALA FL 34482-3529	OCALA	FL	3448 2- 3529	RES
25300639150000 2025	CSX CORPORATION	ATTN: ASSESSMEN TS	301 W BAY ST STE 800	JACKSONVIL LE FL 32202-5150	JACKSONVIL LE	FL	3220 2- 5150	RES
25300536750000 0024	SPARKS IOLANI		475 N OAK AVE	BARTOW FL 33830-4040	BARTOW	FL	3383 0- 4040	RES
25300500000002 3080	AVILA SAUL		PO BOX 132	DUNDEE FL 33838-0132	DUNDEE	FL	3383 8- 0132	RES
25300536750000 0032	TRIBBLE JOHN C		460 N OAK AVE	BARTOW FL 33830-4039	BARTOW	FL	3383 0- 4039	RES
25300500000002 3110	LAS CASAS AT CHURCH STREET LLC		2002 E 5TH AVE UNIT 108	TAMPA FL 33605-5233	TAMPA	FL	3360 5- 5233	RES
25300639150000 2026	NOVACK THOMAS E		PO BOX 2487	EATON PARK FL 33840-2487	EATON PARK	FL	3384 0- 2487	RES
25300537200000 0121	BEACH FERN PUTNAM	C/O JOY B PRESTRIDGE	2006 N 87TH DR	PHOENIX AZ 85037-3837	PHOENIX	AZ	8503 7- 3837	RES
25300639200000 0070	IDEAL HOUSES LLC		PO BOX 300	LAKELAND FL 33802- 0300	LAKELAND	FL	3380 2- 0300	RES
25300639200000 0050	REHE EARLE		8459 BIG WALNUT RD	WESTERVILL E OH 43082-9467	WESTERVILL E	OH	4308 2- 9467	RES
25300639200000 0040	IMK PRODUCTS INC		7 RYE RIDGE PLZ PMB 160	RYE BROOK NY 10573- 2822	RYE BROOK	NY	1057 3- 2822	RES
25300538050000 3030	SANDERS LARRY D SR EST		2446 SHIRAH RD	AUBURNDA LE FL 33823-9524	AUBURNDA LE	FL	3382 3- 9524	RES
25300500000002 3250	PASCUAL FIDEL		146 5TH ELOISE ST	ELOISE FL 33880-5517	ELOISE	FL	3388 0- 5517	COM

25300500000002 3060	PASCUAL FIDEL		146 5TH ELOISE ST	ELOISE FL 33880-5517	ELOISE	FL	3388 0- 5517	COM
25300500000002 3120	LAS CASAS AT CHURCH STREET LLC		2002 E 5TH AVE UNIT 108	TAMPA FL 33605-5233	TAMPA	FL	3360 5- 5233	IND
25300639000000 3081	BARTOW CITY OF OAKS SCHOOL PARKING LOT	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300639000000 3070	BARTOW CITY OF OAKS SCHOOL PARKING LOT	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300639250000 0820	HABITAT FOR HUMANITY OF EAST POLK COUNTY INC		3550 RECKER HWY	WINTER HAVEN FL 33880-1958	WINTER HAVEN	FL	3388 0- 1958	INST/E X
25300639250000 0780	BANKS CRYSTAL NICOLE		1120 BRITTS LN UNIT 1	BARTOW FL 33830-3622	BARTOW	FL	3383 0- 3622	RES
25300639250000 0770	S A W PROPERTIES LLC		4100 SPIRIT LAKE RD STE 1	WINTER HAVEN FL 33880-5081	WINTER HAVEN	FL	3388 0- 5081	GOV/E X
25300639250000 0740	CHURCH OF GOD IN CHRIST	C/O ELDER ARCHIE HOUSE	1100 BRITTS LN	BARTOW FL 33830-3667	BARTOW	FL	3383 0- 3667	RES
25300639000000 3040	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300638600000 9000	WILSON FRANKIE LEE		950 BEE AVE	BARTOW FL 33830-3519	BARTOW	FL	3383 0- 3519	RES
25300538050000 2062	BROGDON HOWARD HENDRY REVOCABLE TRUST		21700 WINDHAM RUN	ESTERO FL 33928-6214	ESTERO	FL	3392 8- 6214	RES
25300638800000 2090	JUBITANA REGILIO		19720 NW 5TH AVE	MIAMI GARDENS FL 33169-3237	MIAMI GARDENS	FL	3316 9- 3237	RES
25300639250000 0450	LEONARD ROBERT		1140 BRITTS LN	BARTOW FL 33830-3667	BARTOW	FL	3383 0- 3667	RES
25300639250000 0480	WASHINGTON MATTIE		13928 NW 155TH LN	ALACHUA FL 32615-5885	ALACHUA	FL	3261 5- 5885	RES
25300639250000 0490	WASHINGTON MATTIE		13928 NW 155TH LN	ALACHUA FL 32615-5885	ALACHUA	FL	3261 5- 5885	RES
25300639250000 0530	CHURCH OF GOD IN CHRIST	C/O ELDER ARCHIE HOUSE	1100 BRITTS LN	BARTOW FL 33830-3667	BARTOW	FL	3383 0- 3667	RES
25300639250000 0540	CHURCH OF GOD IN CHRIST	C/O ELDER ARCHIE HOUSE	1100 BRITTS LN	BARTOW FL 33830-3667	BARTOW	FL	3383 0- 3667	RES
25300638800000 1080	WYNN ROGER J JR ESTATE OF		3942 PELICAN CT	LAKELAND FL 33812- 4143	LAKELAND	FL	3381 2- 4143	RES
25300638800000 1070	IRWIN SHAUN		1939 PRISTINE LOOP	LAKELAND FL 33811- 1027	LAKELAND	FL	3381 1- 1027	RES
25300638800000 2080	RADFORD HOMES LLC		345 DORYMAN WAY	AUBURNDA LE FL 33823-6715	AUBURNDA LE	FL	3382 3- 6715	RES
25300638800000 3040	BURGESS LOUIS A		1226 LONGWOOD OAKS BLVD	LAKELAND FL 33811- 2344	LAKELAND	FL	3381 1- 2344	RES
25300538050000 1091	POPOCA PABLO		820 HOLIDAY LN	BARTOW FL 33830-6215	BARTOW	FL	3383 0- 6215	RES

25300538050000 2080	BROGDON HOWARD HENDRY REVOCABLE TRUST		21700 WINDHAM RUN	ESTERO FL 33928-6214	ESTERO	FL	3392 8- 6214	RES
25300638600001 1000	MCGHEE DEBRY A		965 CARVER AVE	BARTOW FL 33830-6102	BARTOW	FL	3383 0- 6102	RES
25300638600000 4000	WILSON FRANKIE LEE ESTATE OF		950 BEE AVE	BARTOW FL 33830-3519	BARTOW	FL	3383 0- 3519	RES
25300537050000 1009	BARTOW CITY OF OAKS SCHOOL PARKING	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300500000004 1010	GARCIA JORGE ROSAS		523 CAMPBELL RD	FORT MEADE FL 33841-9520	FORT MEADE	FL	3384 1- 9520	RES
25300538050000 1042	WRAY ADAH JANE	C/O RHONDA WRAY JOHNSON/P OA	5600 NE 60TH AVE	HIGH SPRINGS FL 32643-5842	HIGH SPRINGS	FL	3264 3- 5842	RES
25300639300000 0012	ACG BBQ LLC	C/O ARGONNE CAPITAL GROUP	3060 PEACHTREE RD NW STE 425	ATLANTA GA 30305- 2234	ATLANTA	GA	3030 5- 2234	COM
25300639000000 3011	CSX CORPORATION	TAX DEPT J910	500 WATER ST	JACKSONVIL LE FL 32202-4445	JACKSONVIL LE	FL	3220 2- 4445	COM
25300538050000 1031	WRAY ADAH JANE	C/O RHONDA WRAY JOHNSON/P OA	5600 NE 60TH AVE	HIGH SPRINGS FL 32643-5842	HIGH SPRINGS	FL	3264 3- 5842	RES
25300638600000 1020	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300600000002 3220	BARTOW CITY OF TRUCK SHED/P W STORAGE	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300538050000 1041	JONES ROBERT EUGENE		560 N ELIZABETH AVE	BARTOW FL 33830-4137	BARTOW	FL	3383 0- 4137	RES
25300639250000 0100	DIXON RONALD E		1055 POLK ST	BARTOW FL 33830-3632	BARTOW	FL	3383 0- 3632	RES
25300639250000 0140	DIXON RONALD E		1055 POLK ST	BARTOW FL 33830-3632	BARTOW	FL	3383 0- 3632	RES
25300639250000 0160	BROWN ERNEST N		1083 KING ST	BARTOW FL 33830-3539	BARTOW	FL	3383 0- 3539	RES
25300638800000 1050	VAUGHN BRETT		5180 CHARLES LN	LAKELAND FL 33811	LAKELAND	FL	3381 1	COM
25300638800000 1041	TCAP PROPERTIES LLC		23 LAKE AVE	WINTER HAVEN FL 33880-4977	WINTER HAVEN	FL	3388 0- 4977	COM
25300638800000 1042	THORNTON BRENDA		985 ROSS AVE	BARTOW FL 33830-3543	BARTOW	FL	3383 0- 3543	COM
25300638600000 5000	MID FLORIDA CENTER FOR HEALTH AND	SUBSTANCE ABUSE SERVICES INC	14628 BASILHAM LN	JACKSONVIL LE FL 32258-4444	JACKSONVIL LE	FL	3225 8- 4444	RES
25300638600001 0000	COLLINS CALVIN C		735 POLK ST	BARTOW FL 33830-3626	BARTOW	FL	3383 0- 3626	RES

25300638800000 1020	MURRAY SYLVIA FRANCINE	C/O SYLVIA MURRAY	15411 DAKOTA SKY PL	RUSKIN FL 33573-0193	RUSKIN	FL	3357 3- 0193	RES
25300638800000 2060	PROVIDENCE PROGRESSIVE BAPTIST CHURCH	OF FLORIDA INC	PO BOX 1502	BARTOW FL 33831-1502	BARTOW	FL	3383 1- 1502	INST/E X
25300638800000 2040	GAYLE RENFORD		845 POLK ST	BARTOW FL 33830-3603	BARTOW	FL	3383 0- 3603	RES
25300638800000 3030	BURGESS LOUIS A		1226 LONGWOOD OAKS BLVD	LAKELAND FL 33811- 2344	LAKELAND	FL	3381 1- 2344	RES
25300638800000 3020	BURGESS LOUIS A		1226 LONGWOOD OAKS BLVD	LAKELAND FL 33811- 2344	LAKELAND	FL	3381 1- 2344	RES
25300638800000 3010	GARRETT EDNA L ESTATE OF	C/O CASSANDRA RICHARDS	PO BOX 1561	LAKE WALES FL 33859- 1561	LAKE WALES	FL	3385 9- 1561	RES
25300500000002 3010	950 EAST CHURCH STREET LLC		1095 E HIBISCUS DR	BARTOW FL 33830-7214	BARTOW	FL	3383 0- 7214	IND
25300538050000 1043	JONES ROBERT EUGENE		560 N ELIZABETH AVE	BARTOW FL 33830-4137	BARTOW	FL	3383 0- 4137	RES
25300500000002 1050	CENTRAL FLORIDA INCOME FUND LLC		401 S FLORIDA AVE	LAKELAND FL 33801- 5226	LAKELAND	FL	3380 1- 5226	RES
25300500000001 2180	BROGDON HOWARD HENDRY REVOCABLE TRUST		21700 WINDHAM RUN	ESTERO FL 33928-6214	ESTERO	FL	3392 8- 6214	RES
25300500000001 4030	CSX CORPORATION	TAX DEPT J910	500 WATER ST	JACKSONVIL LE FL 32202-4445	JACKSONVIL LE	FL	3220 2- 4445	IND
25300638700000 8010	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300638700000 7050	LINK MARIUS		6523 EAGLE RIDGE WAY	LAKELAND FL 33813- 5684	LAKELAND	FL	3381 3- 5684	RES
25300638700000 7040	BROWN HOWARD		2008 CHANDALAR CT	PELHAM AL 35124-1344	PELHAM	AL	3512 4- 1344	RES
25300638700000 7021	SMITH THELMA B	C/O HOWARD BROWN	2008 CHANDALAR CT	PELHAM AL 35124-1344	PELHAM	AL	3512 4- 1344	RES
25300600000003 2030	BURGESS CELIA ESTATE OF		595 WALDON AVE	BARTOW FL 33830-3636	BARTOW	FL	3383 0- 3636	RES
25300500000001 2080	THOMAS BESSIE LOUISE COCHRAN		1920 E CHURCH ST	BARTOW FL 33830-4219	BARTOW	FL	3383 0- 4219	RES
25300600000003 2240	NORTHERN KATHRYN BATES		PO BOX 445	BARTOW FL 33831-0445	BARTOW	FL	3383 1- 0445	RES
25300600000003 2090	FIRST PROVIDENCE MISSIONARY BAPTIST	CHURCH TR	PO BOX 1574	BARTOW FL 33831-1574	BARTOW	FL	3383 1- 1574	INST/E X
25300500000001 2050	BROGDON HOWARD HENDRY REVOCABLE TRUST		21700 WINDHAM RUN	ESTERO FL 33928-6214	ESTERO	FL	3392 8- 6214	MISC
25300500000003 2160	TABOR TERRY		880 LYLE ST	BARTOW FL 33830-3814	BARTOW	FL	3383 0- 3814	RES
25300500000001 2190	BROGDON JOHN P		5455 FLOOD CT	BARTOW FL 33830-9208	BARTOW	FL	3383 0- 9208	RES

25300638700000 8121	WILLIAMS BENJAMIN J ESTATE OF		501 NW 33RD AVE	LAUDERHILL FL 33311- 7645	LAUDERHILL	FL	3331 1- 7645	RES
25300600000003 4150	WILLIAMS HARRY R		PO BOX 1092	BARTOW FL 33831-1092	BARTOW	FL	3383 1- 1092	RES
25300638700000 8050	FREEDOM FLIPPING ACADEMY LLC		1416 LEIGHTON AVE	LAKELAND FL 33803- 2517	LAKELAND	FL	3380 3- 2517	RES
25300638700000 7080	JORGE IRIS C KAPETANAKIS		8095 W 18TH AVE	HIALEAH FL 33014-3204	HIALEAH	FL	3301 4- 3204	RES
25300638700000 7100	REESE KENISHA N		9519 CYPRESS HARBOR DR	GIBSONTON FL 33534- 5138	GIBSONTON	FL	3353 4- 5138	RES
25300600000003 2100	FIRST PROVIDENCE MISSIONARY BAPTIST	CHURCH TR	PO BOX 1574	BARTOW FL 33831-1574	BARTOW	FL	3383 1- 1574	INST/E X
25300638800000 4040	SMITH JAMES V		695 S JACKSON AVE	BARTOW FL 33830-4809	BARTOW	FL	3383 0- 4809	RES
25300638850000 0031	DAVIDSON GARY		1014 NICODEMUS RD	REISTERSTO WN MD 21136-5820	REISTERSTO WN	MD	2113 6- 5820	RES
25300600000001 4240	BADMUS SHAKIR		2047 NOSTRAND AVE APT 4D	BROOKLYN NY 11210- 2509	BROOKLYN	NY	1121 0- 2509	RES
25300638850000 0042	SUNSHINE ENTERPRISES OF LAKELAND INC		4025 WREN AVE	LAKELAND FL 33813- 1154	LAKELAND	FL	3381 3- 1154	RES
25300638800000 4060	MOORE BOBBIE JEAN		680 BEE AVE	BARTOW FL 33830-3513	BARTOW	FL	3383 0- 3513	RES
25300638750000 3100	STEPHENS HERMAN		650 GORDON AVE	BARTOW FL 33830-3526	BARTOW	FL	3383 0- 3526	RES
25300638750000 3080	RAHMING SHELLY ANN		1110 POLK ST	BARTOW FL 33830-3633	BARTOW	FL	3383 0- 3633	RES
25300500000003 2190	ROBERTS WILLARD R		PO BOX 595	BARTOW FL 33831-0595	BARTOW	FL	3383 1- 0595	RES
25300500000003 2180	ROBERTS WILLARD R		PO BOX 595	BARTOW FL 33831-0595	BARTOW	FL	3383 1- 0595	RES
25300500000003 2040	TABOR TERRY		880 LYLE ST	BARTOW FL 33830-3814	BARTOW	FL	3383 0- 3814	RES
25300638850000 0041	SUNSHINE ENTERPRISES OF LAKELAND INC		4025 WREN AVE	LAKELAND FL 33813- 1154	LAKELAND	FL	3381 3- 1154	RES
25300600000003 4230	HOBBS DAVID ESTATE OF	C/O WILLIAM HOBBS	42 STRAITSVILLE RD	PROSPECT CT 06712- 1525	PROSPECT	CT	0671 2- 1525	RES
25300600000003 4170	LANUEVA JERUSALEN IGLESIA PENTECOSTES	TRS	1495 BRYANT ST	BARTOW FL 33830-3412	BARTOW	FL	3383 0- 3412	INST/E X
25300500000003 2410	TABOR TERRY		880 LYLE ST	BARTOW FL 33830-3814	BARTOW	FL	3383 0- 3814	RES
25300638700000 6040	PARHAM ROGENIZ		9622 UTAH DR	JONESBORO GA 30238- 6098	JONESBORO	GA	3023 8- 6098	RES
25300638700000 5060	WILLIAMS EDDIE M JR		1220 KING ST	BARTOW FL 33830-3417	BARTOW	FL	3383 0- 3417	RES

25300500000001 4070	ROBERTS WILLARD R		PO BOX 595	BARTOW FL 33831-0595	BARTOW	FL	3383 1- 0595	COM
25300600000001 4490	WILLIAMS REBECCA J		501 NW 33RD AVE	LAUDERHILL FL 33311- 7645	LAUDERHILL	FL	3331 1- 7645	RES
25300638850000 0050	RPM PROPERTY GROUP LLC		2002 E 5TH AVE UNIT 108	TAMPA FL 33605-5233	TAMPA	FL	3360 5- 5233	RES
25300638700000 5090	SMITH GORDON SALESIA V		4823 BERKLEY MEWS	HAVERHILL FL 33415- 1334	HAVERHILL	FL	3341 5- 1334	RES
25300638700000 5120	SMITH GORDON SALESIA V		4823 BERKLEY MEWS	HAVERHILL FL 33415- 1334	HAVERHILL	FL	3341 5- 1334	RES
25300638700000 5130	SMITH GORDON SALESIA V		4823 BERKLEY MEWS	HAVERHILL FL 33415- 1334	HAVERHILL	FL	3341 5- 1334	RES
25300638700000 5140	COLLINS CALVIN C		735 POLK ST	BARTOW FL 33830-3626	BARTOW	FL	3383 0- 3626	RES
25300638850000 0200	ALLEN STEPHONE B		8516 PARAGON CT	UPPER MARLBORO MD 20772- 6418	UPPER MARLBORO	MD	2077 2- 6418	RES
25300638850000 0060	BEAUVIL WEEDLENS		707 25TH ST NW	WINTER HAVEN FL 33881-2937	WINTER HAVEN	FL	3388 1- 2937	RES
25300638750000 2220	BRYANT SHERRIE		1180 KING ST	BARTOW FL 33830-3540	BARTOW	FL	3383 0- 3540	RES
25300638750000 2200	RING CONSTRUCTION INC		1140 KING ST	BARTOW FL 33830-3540	BARTOW	FL	3383 0- 3540	RES
25300600000003 2010	JOHNSON WILLIE	C/O LEARTIS JOHNSON	750 WALDON AVE	BARTOW FL 33830-3521	BARTOW	FL	3383 0- 3521	RES
25300638850000 0070	MILLER EDITH M		430 E MENDOCINO ST	ALTADENA CA 91001- 2230	ALTADENA	CA	9100 1- 2230	RES
25300600000003 4510	PETERSON ELNORA W		1430 BRYANT ST	BARTOW FL 33830-3411	BARTOW	FL	3383 0- 3411	RES
25300638700000 4010	HOGAN JIMMY ESTATE OF		1250 BRYANT ST	BARTOW FL 33830-3407	BARTOW	FL	3383 0- 3407	RES
25300638700000 3030	KEITH ANNIE L		1360 DOROTHY ST	BARTOW FL 33830-3435	BARTOW	FL	3383 0- 3435	RES
25300638700000 3010	KEITH ANNIE L		1360 DOROTHY ST	BARTOW FL 33830-3435	BARTOW	FL	3383 0- 3435	RES
25300600000003 4680	MCCLOUD DOQUAN		9511 WINDERMER E PK CIR APT 203	RIVERVIEW FL 33578- 2592	RIVERVIEW	FL	3357 8- 2592	RES
25300638700000 4121	HOLLACE WYOLA EST	C/O ELNORA PETERSON	1430 BRYANT ST	BARTOW FL 33830-3411	BARTOW	FL	3383 0- 3411	RES
25300638850000 0180	NORTHERN KATHRYN BATES		4329 IRIS ST N	LAKELAND FL 33813- 3985	LAKELAND	FL	3381 3- 3985	RES
25300600000001 4520	MORAN REAL ESTATE PROPERTIES LTD		PO BOX 209	CHATFIELD TX 75105- 0209	CHATFIELD	TX	7510 5- 0209	COM

25300600000003 2150	FIRST PROVIDENCE MISSIONARY BAPTIST CHRUCH		1030 KING ST	BARTOW FL 33830-3538	BARTOW FL	3383 0- 3538	INST/E X
25300638750000 1110	MURRY TOYA D		985 WENTWORT H AVE	CALUMET CITY IL 60409-5247	CALUMET CITY IL	6040 9- 5247	RES
25300638750000 1050	BUSH MARSHALL L		757 RANTOUL LN	LAKE MARY FL 32746- 4249	LAKE MARY FL	3274 6- 4249	RES
25300638700000 2030	JOE LEROY JR		1310 AUSTIN ST	BARTOW FL 33830-3403	BARTOW FL	3383 0- 3403	RES
25300638700000 1010	PRYOR FLORENCE ESTATE OF	C/O ALFREDA W GARY	2430 PIEDMONT ST	ORLANDO FL 32805- 3558	ORLANDO FL	3280 5- 3558	RES
25300600000001 4310	STEPHENS ELLENA		3164 KIWI AVE	WINTER HAVEN FL 33881-3224	WINTER HAVEN FL	3388 1- 3224	RES
25300600000001 4160	GREER ROXIE MAE		775 NW 116TH ST	MIAMI FL 33168-2310	MIAMI FL	3316 8- 2310	RES
25300600000003 2280	DOYLE RICHARD S		PO BOX 117	ISTACHATTA FL 34636- 0117	ISTACHATTA FL	3463 6- 0117	RES
25300638650000 0094	WILLIAMSON JAMES JR ESTATE OF	C/O JAMIE S OVERSTREET	1211 GOLCONDA RD	LAKELAND FL 33801- 2121	LAKELAND FL	3380 1- 2121	RES
25300638950000 0312	TRIUMPH THE CHURCH AND KINGDOM	OF GOD IN CHRIST	910 W JOHNSON ST	BARTOW FL 33830-3534	BARTOW FL	3383 0- 3534	INST/E X
25300600000003 4460	OBANA CULVER INC		PO BOX 1065	BARTOW FL 33831-1065	BARTOW FL	3383 1- 1065	RES
25300638650000 0100	835 MAPLE AVE LLC		10421 S JORDAN GTWY STE 600	SOUTH JORDAN UT 84095-3902	SOUTH JORDAN UT	8409 5- 3902	RES
25300638950000 0190	ALI KHARI AHKIYAH TRUST		925 TANGELO CIR	BARTOW FL 33830-3552	BARTOW FL	3383 0- 3552	RES
25300600000001 4220	GREER ROXIE MAE		775 NW 116TH ST	MIAMI FL 33168-2310	MIAMI FL	3316 8- 2310	RES
25300600000001 4060	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25300638950000 0290	WALKER MARY ANN		3625 JIM KASEY DR	LAKELAND FL 33812- 5022	LAKELAND FL	3381 2- 5022	RES
25300600000001 4530	MORAN REAL ESTATE PROPERTIES LTD		PO BOX 209	CHATFIELD TX 75105- 0209	CHATFIELD TX	7510 5- 0209	COM
25300600000001 4380	SIMS ALBERTA L		1950 LAUREL ST	BARTOW FL 33830-5324	BARTOW FL	3383 0- 5324	RES
25300600000003 2290	CHILDS ROSA		930 TANGELO CIR	BARTOW FL 33830-3551	BARTOW FL	3383 0- 3551	RES
25300600000001 4040	BELL ROXIE MAE		775 NW 116TH ST	MIAMI FL 33168-2310	MIAMI FL	3316 8- 2310	IND
25300600000001 4540	MORAN REAL ESTATE PROPERTIES LTD		PO BOX 209	CHATFIELD TX 75105- 0209	CHATFIELD TX	7510 5- 0209	COM

25300638650000 0060	SOUTHEASTERN CONFERENCE ASSOCIATION OF SEVENTH DAY ADVENTISTS INC		PO BOX 1016	MOUNT DORA FL 32756-1016	MOUNT DORA	FL	3275 6- 1016	RES
25300600000001 4550	MORAN REAL ESTATE PROPERTIES LTD		PO BOX 209	CHATFIELD TX 75105- 0209	CHATFIELD	TX	7510 5- 0209	COM
25300638950000 0060	BENTLEY MILLIE CAROLYN		954 PROVIDENCE RD	WHIGHAM GA 39897- 4112	WHIGHAM	GA	3989 7- 4112	RES
25300600000001 4370	HILL JAMES T JR		905 OAKLAWN DR	BARTOW FL 33830-6105	BARTOW	FL	3383 0- 6105	RES
25300638950000 0102	BROWNING NELSON		4039 BARNSELY DR	ORLANDO FL 32812- 8119	ORLANDO	FL	3281 2- 8119	RES
25300500000003 2270	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300500000003 2290	HEBB NORA MAE TR		7514 FORRESTER LN	MANASSAS VA 20109- 3031	MANASSAS	VA	2010 9- 3031	COM
25300600000003 4290	GHENT LILLIE MAE		920 CROWN AVE	BARTOW FL 33830-3415	BARTOW	FL	3383 0- 3415	RES
25300638950000 0101	WALDON 965 LAND TRUST		2810 NESMITH ESTATES LN	PLANT CITY FL 33566- 4696	PLANT CITY	FL	3356 6- 4696	RES
25300638650000 0012	CALHOUN CARL R		2952 EDENDERRY DR	TALLAHASS EE FL 32309-2652	TALLAHASS EE	FL	3230 9- 2652	RES
25300600000001 2070	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300500000003 2280	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300600000001 4510	KNUDSTRUP PROPERTIES LLC		2161 E COUNTY ROAD 540A PMB 294	LAKELAND FL 33813- 3794	LAKELAND	FL	3381 3- 3794	IND
25300600000001 4300	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300600000003 4520	GHENT ANTHONY		1205 W STEWART ST	BARTOW FL 33830-3216	BARTOW	FL	3383 0- 3216	RES
25300600000001 4280	HENDERSON ARTHUR J		1762 NC HIGHWAY 94 N	COLUMBIA NC 27925- 9604	COLUMBIA	NC	2792 5- 9604	RES
25300638950000 0372	TAYLOR MARY		1515 SAILPOINT DR	BARTOW FL 33830-9778	BARTOW	FL	3383 0- 9778	RES
25300638950000 0371	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300638950000 0090	WALDON 965 LAND TRUST		2810 NESMITH ESTATES LN	PLANT CITY FL 33566- 4696	PLANT CITY	FL	3356 6- 4696	RES
25300638950000 0080	POLK HOLDING GROUP LLC		6265 HAMPTON POINTE CIR	LAKELAND FL 33813- 7901	LAKELAND	FL	3381 3- 7901	RES
25300638530000 1190	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X



25300500000001 2210	KINCART GROUP LTD		1419 OAKLAWN PL	LAKELAND FL 33803- 2317	LAKELAND FL	3380 3- 2317	COM
25300638560000 7070	BROOM A GLENN		1320 POLSTON RD	EAGLE LAKE FL 33839- 5626	EAGLE LAKE FL	3383 9- 5626	COM
25300639409300 0470	SIMMS TRENTTHONY		126 JACLYN DR	SUFFOLK VA 23434	SUFFOLK VA	2343 4	RES
25300638670001 6150	RODRIGUEZ JUSTINO		755 FORREST DR	BARTOW FL 33830-3234	BARTOW FL	3383 0- 3234	RES
25300639409300 0480	VALDERRAMA ALBERTO		5809 CHRISTIANSE N CT	LAKELAND FL 33812- 5249	LAKELAND FL	3381 2- 5249	RES
25300500000001 1070	KINCART GROUP LTD		1419 OAKLAWN PL	LAKELAND FL 33803- 2317	LAKELAND FL	3380 3- 2317	COM
25300500000003 3190	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25300538452200 0071	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25300500000001 3070	FRONTIER BARTOW LLLP		2950 SW 27TH AVE STE 300	MIAMI FL 33133-3793	MIAMI FL	3313 3- 3793	COM
25300500000001 1130	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25300500000003 1070	FRONTIER BARTOW LLLP		2950 SW 27TH AVE STE 300	MIAMI FL 33133-3793	MIAMI FL	3313 3- 3793	COM
25300500000003 1030	CSX CORPORATION	TAX DEPT J910	500 WATER ST	JACKSONVIL LE FL 32202-4445	JACKSONVIL LE FL	3220 2- 4445	COM
25293136250000 8051	HUDSON SALLYE ANN		18905 CHAVILLE RD	LUTZ FL 33558-2871	LUTZ FL	3355 8- 2871	COM
25300500000001 1150	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25300500000001 1140	BARTOW CITY OF		PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25300500000001 1050	PALZER IDE PROPERTIES LLC		888 CYPRESS GARDENS BLVD	WINTER HAVEN FL 33880-4728	WINTER HAVEN FL	3388 0- 4728	COM
25300500000001 1040	PALZER IDE PROPERTIES LLC		888 CYPRESS GARDENS BLVD	WINTER HAVEN FL 33880-4728	WINTER HAVEN FL	3388 0- 4728	COM
25300500000001 1010	BARTOW CITY OF	ATTN:CITY AUDITOR/CL ERK	PO BOX 1069	BARTOW FL 33831-1069	BARTOW FL	3383 1- 1069	GOV/E X
25293136250000 8041	BARTOW BALAJI INC		7317 N KEYSTONE AVE	LINCOLNW OOD IL 60712-2026	LINCOLNW OOD IL	6071 2- 2026	COM
25300538452600 0020	BEECHWOOD DEVELOPMENT LLC		810 MORRIS AVE STE 101	GREEN BAY WI 54304- 4526	GREEN BAY WI	5430 4- 4526	COM
25293136250000 1031	CUB CAN KID DAVIDSON 8 LLC		511 S TERRACE DR	EAGLE LAKE FL 33839- 3533	EAGLE LAKE FL	3383 9- 3533	COM
25293136250000 1060	CUB CAN KID DAVIDSON 8 LLC		511 S TERRACE DR	EAGLE LAKE FL 33839- 3533	EAGLE LAKE FL	3383 9- 3533	COM



25293200000004 4190	MERITAGE HOMES OF FLORIDA INC		8800 E RAINTREE DR STE 300	SCOTTSDAL E AZ 85260- 3966	SCOTTSDAL E	AZ	8526 0- 3966	RES
25293200000004 4170	SABB GEORGE R		PO BOX 441	BARTOW FL 33831-0441	BARTOW	FL	3383 1- 0441	COM
25293100000002 1020	J K STUART PROPERTIES LLC		PO BOX 870	BARTOW FL 33831-0870	BARTOW	FL	3383 1- 0870	COM
25300537100000 2041	BAKER MONTE		695 E CHURCH ST	BARTOW FL 33830-4047	BARTOW	FL	3383 0- 4047	RES
25300538450000 2120	ELT INVESTMENT GROUP LLC		PO BOX 1552	BARTOW FL 33831-1552	BARTOW	FL	3383 1- 1552	RES
25300538450000 2110	PRIME PROPERTY SOLUTIONS LLC		304 E PINE ST PMB 1282	LAKELAND FL 33801- 4969	LAKELAND	FL	3380 1- 4969	RES
25300841450007 1020	BURKETT THOMAS J	ARLINGTON BAY	9271 EDENSIRE CIR	ORLANDO FL 32836- 6597	ORLANDO	FL	3283 6- 6597	RES
25300841450003 2030	SABB GEORGE RONALD		PO BOX 441	BARTOW FL 33831-0441	BARTOW	FL	3383 1- 0441	COM
25300537150000 0072	KEMPKE ROY R ESTATE OF		415 N 1ST AVE	BARTOW FL 33830-4059	BARTOW	FL	3383 0- 4059	RES
25300538450000 1240	CORBETT TIMOTHY		619 DRUID ST	LAKELAND FL 33805- 3712	LAKELAND	FL	3380 5- 3712	RES
25300536700000 1050	MBMJ ENTERPRISES LLC		PO BOX 311026	TAMPA FL 33680-3026	TAMPA	FL	3368 0- 3026	RES
25300536700000 1210	ELT INVESTMENT GROUP LLC		PO BOX 1552	BARTOW FL 33831-1552	BARTOW	FL	3383 1- 1552	RES
25300538300000 2061	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X
25300841450008 2013	JENNINGS SIMS LAQUILLA		3702 COUNTRY LN	LAKELAND FL 33810- 0238	LAKELAND	FL	3381 0- 0238	RES
25300841450008 2040	KELLEY GLENN SR		865 LUSK PL	BARTOW FL 33830-5720	BARTOW	FL	3383 0- 5720	RES
25300841550000 0102	OLINGER BESSIE YVONNE		1130 E GEORGE ST	BARTOW FL 33830-7415	BARTOW	FL	3383 0- 7415	RES
25300841050000 3040	CARTER ALETHIA D		1425 E BAY ST	BARTOW FL 33830-5828	BARTOW	FL	3383 0- 5828	RES
25300841050000 3020	CARTER ALETHIA D		1425 E BAY ST	BARTOW FL 33830-5828	BARTOW	FL	3383 0- 5828	RES
25300841050000 3010	SCURRY ELLIX		1495 E BAY ST	BARTOW FL 33830-5828	BARTOW	FL	3383 0- 5828	RES
25300500000002 3190	950 EAST CHURCH STREET LLC		1095 E HIBISCUS DR	BARTOW FL 33830-7214	BARTOW	FL	3383 0- 7214	IND
25300538400000 0011	BARTOW COMMUNITY REDEVELOPMENT AGENCY		PO BOX 1069	BARTOW FL 33831-1069	BARTOW	FL	3383 1- 1069	GOV/E X

25300600000001 4410	LEWIS CLIFTON P		790 WALDON AVE	BARTOW FL 33830-3521	BARTOW FL	3383 0- 3521	RES
25300537500000 1020	POSADA LINDA J		1248 VALLEY CREEK RUN	WINTER PARK FL 32792-8155	WINTER PARK FL	3279 2- 8155	COM
25300500000003 1020	JEM INVESTMENTS LTD	C/O MAC A GRECO JR	501 N MORGAN ST STE 202	TAMPA FL 33602-3906	TAMPA FL	3360 2- 3906	COM
25300500000003 3120	JEM INVESTMENTS LTD	C/O MAC A GRECO JR	501 N MORGAN ST STE 202	TAMPA FL 33602-3906	TAMPA FL	3360 2- 3906	COM
25300500000003 3150	JEM INVESTMENTS LTD	C/O MAC A GRECO JR	501 N MORGAN ST STE 202	TAMPA FL 33602-3906	TAMPA FL	3360 2- 3906	COM
25300538000000 0070	CENTRAL FLORIDA INCOME FUND LLC		401 S FLORIDA AVE	LAKELAND FL 33801- 5226	LAKELAND FL	3380 1- 5226	RES
25300638500000 2050	WILKES RICHARD J II		1690 S BROADWAY AVE	BARTOW FL 33830-6911	BARTOW FL	3383 0- 6911	COM
25300537100000 3020	STIDHAM JONATHAN W		PO BOX 510	BARTOW FL 33831-0510	BARTOW FL	3383 1- 0510	RES
25300639300000 0322	JR HOLDING GROUP LLC		6265 HAMPTON POINTE CIR	LAKELAND FL 33813- 7901	LAKELAND FL	3381 3- 7901	COM
25300942400000 5010	KIMBLE KEAIR SOVONTAE		925 W TEE CIR	BARTOW FL 33830-6138	BARTOW FL	3383 0- 6138	RES
25300639250000 0430	DIAZ MARISELA		4781 OLENO AVE	LAKE WALES FL 33859- 6040	LAKE WALES FL	3385 9- 6040	RES
25300537150000 0042	LOLLAR BROTHERS PROPERTIES LLC		690 MANOR DR	BARTOW FL 33830-3239	BARTOW FL	3383 0- 3239	RES
25300538100000 0520	J WALTER HOMES INC		PO BOX 2655	LOGANVILL E GA 30052- 1963	LOGANVILL GA	3005 2- 1963	RES
25300600000003 4050	LOOPHOLE HOMES LLC		101 W MAIN ST PMB 337	BARTOW FL 33830-4530	BARTOW FL	3383 0- 4530	RES
25300538100000 0330	HERCULES GREEK GOD LLC		1395 E MAIN ST	BARTOW FL 33830-5008	BARTOW FL	3383 0- 5008	COM
25300600000001 4450	RPM PROPERTY GROUP LLC		2002 E 5TH AVE UNIT 108	TAMPA FL 33605-5233	TAMPA FL	3360 5- 5233	RES
25300537500000 1032	ROBINSON JOSHUA		510 N 1ST AVE	BARTOW FL 33830-4021	BARTOW FL	3383 0- 4021	COM
25300537500000 1031	KLIMCZACK CARY ANN		410 E PARKER ST	BARTOW FL 33830-4711	BARTOW FL	3383 0- 4711	COM
25293100000002 1030	STUART CROSSING COMMUNITY DEVELOPMENT DISTRICT		2300 GLADES RD STE 410W	BOCA RATON FL 33431-8556	BOCA RATON FL	3343 1- 8556	COM
25300942450000 1320	LOZOYA RAMON		1145 S VIRGINIA AVE	BARTOW FL 33830-6610	BARTOW FL	3383 0- 6610	RES
25300942683000 0010	1890 PALMETTO LAND TRUST		2161 E COUNTY ROAD 540A	LAKELAND FL 33813- 3794	LAKELAND FL	3381 3- 3794	RES

25300537250001 5031	BARTOW CITY OF	450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300638900000 0012	PFEIFFER ROBERT C	985 SQUARE LAKE DR	BARTOW FL 33830-4398	BARTOW	FL	3383 0- 4398	COM
25300900000003 3450	BARTOW CITY OF	450 N WILSON AVE	BARTOW FL 33830-3954	BARTOW	FL	3383 0- 3954	GOV/E X
25300900000003 3380	JONES SHEILA G	2145 MARTIN LUTHER KING JR BLVD	BARTOW FL 33830-5345	BARTOW	FL	3383 0- 5345	RES
25300900000003 3360	HOMEHARMONY RESTORATIONS LLC	54 DELAWARE AVE	SPRINGFIEL D MA 01119-1942	SPRINGFIEL D	MA	0111 9- 1942	RES
25300600000002 4140	CSX CORPORATION	500 WATER ST	JACKSONVIL LE FL 32202-4445	JACKSONVIL LE	FL	3220 2- 4445	COM
25300942683000 0020	1890 PALMETTO LAND TRUST	2161 E COUNTY ROAD 540A	LAKELAND FL 33813- 3794	LAKELAND	FL	3381 3- 3794	RES

Appendix G: Sunset Spending Estimate (Anticipated Cost of Redevelopment Activity)

Bartow Community Redevelopment Agency																											
Fiscal Year 2025-2026 Annual Budget		7.16%	7.02%	6.88%	6.76%	6.65%	6.55%	6.45%	6.37%	6.28%	6.21%	6.14%	6.07%	5.95%	5.90%	5.85%	5.80%	5.76%	5.72%	5.68%	5.64%	5.61%	5.58%	5.54%	5.52%	←----- Annual Adjustmen t factors from Updated Plan	
Description	FY25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	41/42	42/43	43/44	44/45	45/46	46/47	47/48	48/49	49/50	Totals	
Estimated Revenues																											
City	1,304,123.00																										
County	1,425,985.00																										
Total TIF	2,730,108.00																										
CRA Incurred Debt	-																										
Accumulated Balance	2,730,108.00																										
Unassigned Carryforward Funds FY 24/25	-																										
Cash	2,200,000.00																										
TOTAL REVENUES & BALANCES	4,930,108.00																										
Expenditures																											
Obligations																											
55920 1-881-052	CRA Construction Building Projects	2,600,000.00																									
55920 1-991-001	Bond (Debt Service)	-																									
Sub-Total	2,600,000.00																										
Contractual Services																											
55920 1-334-900	Personnel	275,028.00																									
55920 1-334-905	Community Policing	113,892.00																									
55920 1-334-900	Property Maintenance	40,000.00																									
55920 1-334-900	Main Street Bartow	60,000.00																									
55920 1-334-900	Marketing & Communication Services	2,000.00																									
55920 1-346-055	Main Street Custodial	80,000.00																									
Sub-Total	570,920.00	611,797.87	654,746.08	699,792.61	747,098.59	796,780.65	848,969.78	903,728.33	961,295.83	1,021,665.21	1,085,110.62	1,151,736.41	1,221,646.81	1,294,334.79	1,370,700.55	1,450,886.53	1,535,037.95	1,623,456.13	1,716,317.82	1,813,804.67	1,916,103.26	2,023,596.65	2,136,513.34	2,254,876.18	2,379,345.35	32,219,342.03	←----- Total Contractu al Services

Policy and Project Programs																												
55920 1-881-033	Property Acquisition	1,000.00																										
55920 1-334-008	Demolition/Code Enforcement	60,000.00																										
55920 1-881-009	Banner Pole Project	8,000.00																										
55920 1-881-030	Arts in Public Places	50,000.00																										
55920 1-633-019	CIP- Flood Mitigation and Drainage	-																										
55920 1-663-020	CIP- Sidewalk Enhancement	-																										
55920 1-663-021	CIP- Smart City Program	1,000.00																										
55920 1-881-051	Quality of Life & Community Improvement s	10,000.00																										
Business Retention Grant																												
55920 1-881-043	Commercial Enhancement Grant	100,000.00																										
55920 1-881-028	Small Business Incentive	1,000.00																										
55920 1-881-053	Anchor Tenant Grant	1,000.00																										
55920 1-881-044	Façade Grant	100,000.00																										
Housing and Grant Incentives-																												
55920 1-881-027	Permit and Impact Fees Assessment	60,000.00																										
55920 1-881-045	House Rehab Program	350,000.00																										
55920 1-881-054	Down Payment Assistance	60,000.00																										
55920 1-881-049	Future Initiatives/Projects	100,000.00																										
Sub-Total		902,000.00	966,583.20	1,034,437.34	1,105,606.63	1,180,345.64	1,258,838.62	1,341,292.55	1,427,805.92	1,518,757.16	1,614,135.11	1,714,372.90	1,819,635.40	1,930,087.26	2,044,927.46	2,165,578.18	2,292,264.50	2,425,215.84	2,564,908.27	2,711,621.03	2,865,641.10	3,027,263.26	3,197,092.73	3,375,490.50	3,562,492.67	3,759,142.27	50,903,535.53	←----- Total Policy and Project Programs, &c.
Operations																												
55920 1-348-002	Advertising	1,000.00																										
55920 1-332-100	Audit & Accounting	7,000.00																										
55920 1-345-010	Insurance	5,100.00																										
55920 1-354-001	Dues and Subscriptions	4,000.00																										
55920 1-331-100	Legal	35,000.00																										

55920 1-331-300	Consulting Services	340,000.00																									
55920 1-349-001	Miscellaneous	30,000.00																									
55920 1-346-002	Office Furniture & Equipment	6,000.00																									
55920 1-351-001	Supplies	10,000.00																									
55920 1-341-012	Postage	500.00																									
55920 1-347-010	Printing & Binding	2,000.00																									
55920 1-341-004	Telephone / Internet	2,695.00																									
55920 1-341-000	Utilities- CRA Building	1,019.00																									
55920 1-344-004	Office Lease	70,000.00																									
55920 1-340-100	Travel/Training- STAFF	20,000.00																									
55920 1-340-101	Travel/Training- BOARD	15,000.00																									
55920 1-349-803	Allocated City Clerk	20,345.00																									
55920 1-349-805	Allocated Human Resources	3,765.00																									
55920 1-349-806	Allocated Purchasing	594.00																									
Sub-Total	574,018.00	615,117.69	658,298.95	703,589.92	751,152.60	801,104.24	853,576.57	908,632.26	966,512.14	1,027,209.10	1,090,998.78	1,157,986.11	1,228,275.87	1,301,358.28	1,378,138.42	1,458,759.52	1,543,367.57	1,632,265.54	1,725,631.13	1,823,646.98	1,926,500.67	2,034,577.35	2,148,106.77	2,267,111.88	2,392,256.46	32,394,174.79	<----- Total Operations
TOTAL EXPENDITURES	4,646,938.00																										
Budgeted Fund Balance, End of Year (September 30)	283,170.00																										
Contractual Services, Programs, Operations --->		2,046,938.00																									
Increment Estimate (2025-2026) ----->		2,730,108.00																									
Uncategorized Redevelopment Expense:	683,170.00	732,084.97	783,477.34	837,380.58	893,987.50	953,437.67	1,015,887.84	1,081,412.61	1,150,298.59	1,222,537.34	1,298,456.91	1,378,182.17	1,461,837.82	1,548,817.17	1,640,197.39	1,736,148.93	1,836,845.57	1,942,647.88	2,053,767.34	2,170,421.32	2,292,833.08	2,421,461.02	2,556,578.54	2,698,212.99	2,847,154.35	38,554,066.93	<----- Total Uncategorized
																									154,071,119.28	<----- Sum of Contractual Services, Policy and Programs, and Operations	
																									168,679,405.00	<----- Estimated Increment Revenue from Updated Plan	
																									14,608,285.72	<----- Difference	

	<----- Sum of Total Uncategor ized plus Difference
	53,162,352. 65



CRA Executive Director Staff Report MOD
CRA Review Date: January 28, 2026

GENERAL INFORMATION

Request: Review and Take Action to approve Citrus Connection's Mobility on Demand (MOD) transportation services project for residents within the Community Redevelopment Agency (CRA) District.

STAFF ANALYSIS

The purpose of this item is to review and Take Action to approve Citrus Connection's Mobility on Demand (MOD) transportation services project in partnership with the Community Redevelopment Agency (CRA). This service is intended to enhance mobility access to essential services and improve the quality of life for seniors and individuals with disabilities residing within the CRA boundaries.

BACKGROUND

Citrus Connection, in conjunction with the CRA, has developed a MOD transportation model that provides flexible, door-to-door, and stop-to-stop service within a defined geographic zone of the CRA district. This service model aligns with the CRA's goals to improve connectivity, support vulnerable populations, and strengthen access to community resources within the redevelopment area.

SERVICE DESCRIPTION

Citrus Connection proposes establishing a Mobility on Demand Zone covering the core area of the CRA for a 2.5-mile boundary radius.

Key features of service include:

- On-demand, door-to-door transportation
- Ability for passengers to board at designated stops or request pick-up/drop-off at non-designated locations within the zone
- Call-in scheduling options (administered by Citrus Connection)
- Service availability- Weekdays and Saturdays

Proposed Service Hours

- Weekdays 6 AM to 7 PM and Saturday 6 AM to 5 PM

TARGET POPULATION

- Seniors residing within the CRA boundaries
- Individuals with disabilities residing within the CRA boundaries
- Passengers can book same day or up to 5 days prior online

COMPLIANCE WITH FS CHPT 163, Part III

Florida Statutes Chapter 163, Part III authorizes Community Redevelopment Agencies to undertake activities necessary to eliminate slum and blight conditions and to foster

economic redevelopment. The proposed Citrus Connection MOD service is consistent with and supported by the following statutory objectives:

Elimination of Slum and Blight Conditions

FS 163.335 and 163.340 authorize CRAs to address conditions that impair sound growth, including inadequate infrastructure and limited transportation access. Mobility limitations are a contributing factor to economic isolation and declining commercial activity. This program improves functional infrastructure within the CRA District.

Provision of Public Transportation and Public Facilities

- FS 163.370(7) specifically authorizes CRAs to plan, design, and finance public transportation and public facilities where necessary to carry out redevelopment purposes. The on-demand mobility service directly qualifies as a transportation improvement supporting redevelopment.

Promotion of Economic Development and Business Activity

- FS 163.370(1), (2), and (15) allow CRAs to undertake activities that stimulate private investment, encourage business development, and support economic growth. This service increases customer access to CRA businesses and supports workforce participation.

CRA IMPACT & ALIGNMENT

This initiative supports the CRA's redevelopment objectives by:

- Improving mobility and connectivity within the CRA District
- Increasing access to healthcare, employment, education, parks, and retail areas
- Enhancing quality of life and economic participation

AVAILABILITY OF FUNDS

Funds are available in the CRA's Fiscal Year 25-26 budget under the CRA Construction Building Projects line item (111-559201- 881-052).

STAFF RECOMMENDATION

The proposed Mobility on Demand project supports the CRA's redevelopment goals as an economic driver by improving access to employment, healthcare, retail, and local business and city/government services while reducing transportation barriers

Staff recommends the CRA Board approve the development of a three-year agreement with Citrus Connection to implement the Mobility on Demand services within the CRA area and approve the CRA's Chair to execute all necessary agreements in an amount not to exceed \$95,000 for Year One costs.

ATTACHMENTS:

Exhibit A- MOD Presentation



Proposed Downtown Bartow Mobility on Demand

1.20.2026



As requested by the Bartow CRA, Citrus Connection has developed a Mobility on Demand Zone. The service would provide on – demand, door to door pick up service to riders in the Bartow core area of 2.5 miles. Passengers could board at designated stops or use the on-demand service to or from a non designated stop to anywhere within the On-demand zone.



Bartow MOD Area Demographics

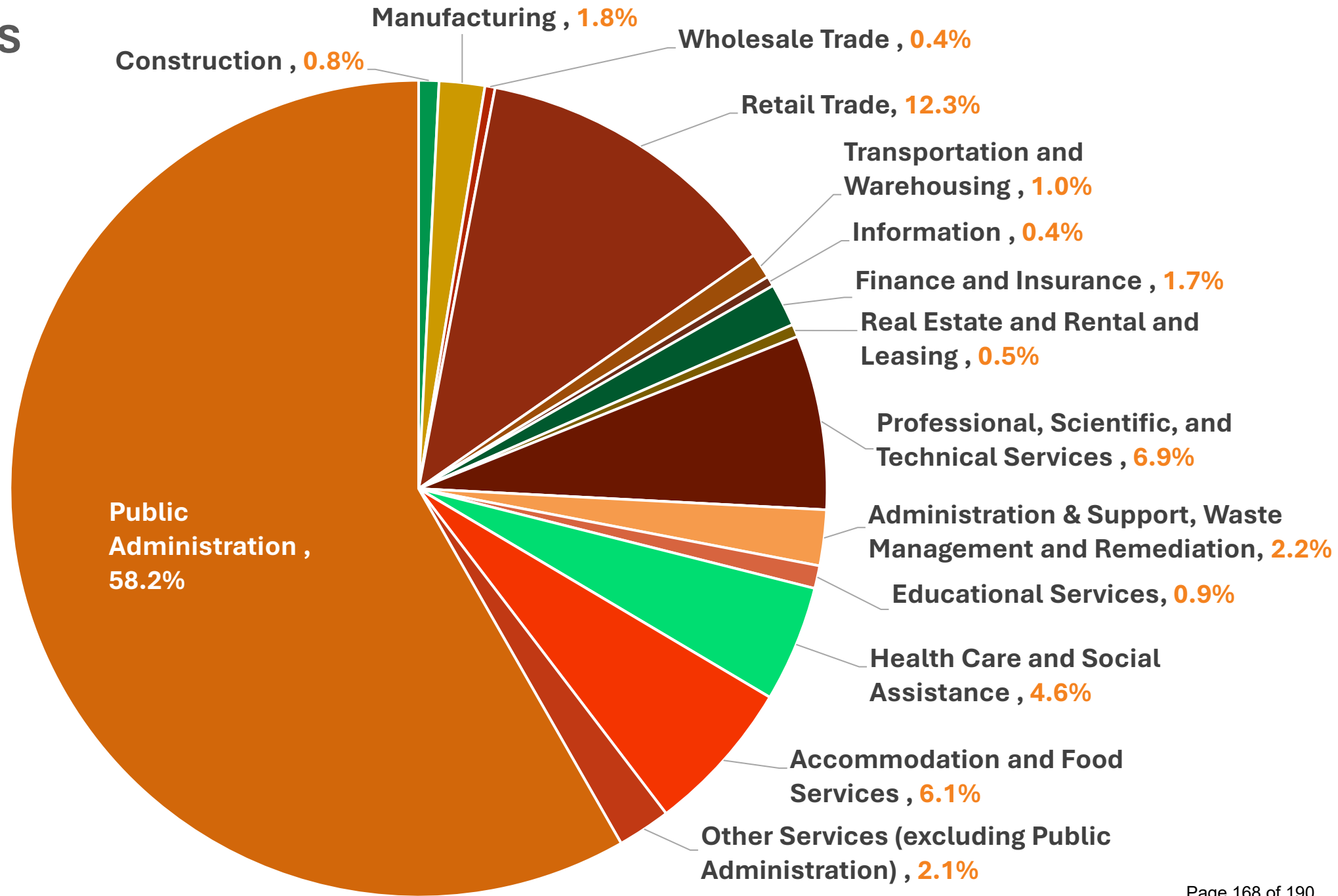
Population	5,300
Jobs	9,465
Households A household consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms, or a single room, is regarded as a housing unit when it is occupied or intended for occupancy as separate living quarters	1,400
% in Poverty If a family's total income is less than the official poverty threshold for a family of that size and composition, then they are considered to be in poverty.	30% or 1,590 people
% Living with Disability	14% or 742 people
% Car Free Households	9% or 126 households
% One-Car Households	38% or 532 households
% 65 Years Old and Up	14% or 742 people

Sources:

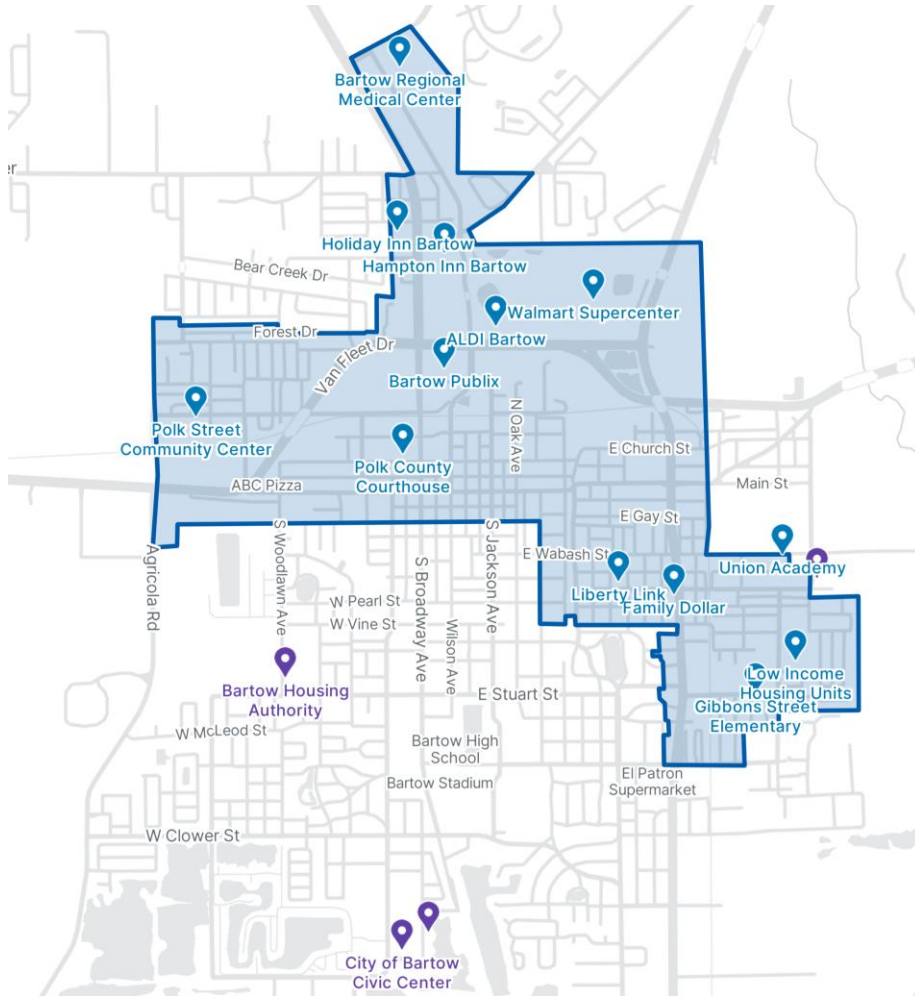
US Census Bureau – 2023 American Community Survey

US Census Bureau's Longitudinal Employer-Household Dynamics Origin-Destination
Employment Statistics (LODES)

Jobs by NAICS Industry Sector (2023)



Sources:
US Census Bureau's Longitudinal
Employer-Household Dynamics
Origin-Destination Employment
Statistics (LODES)



Project Area 2.5 mi.

Approximate wait time (1 vehicle) 10 to 20 min.

POINTS OF INTEREST

ALDI

Bartow Regional Medical Center

Bartow Public Library*

Boys and Girls Club of Polk County, Joe L. Saunders Unit

Carver Recreation Center

City of Bartow Civic Center *

Dollar General

Dollar Tree

Family Dollar

Gause Academy of Leadership

Gibbons Street Park Center

Polk County Courthouse

Polk Street Community Center

Publix

Union Academy

Unlimited Potential Child Learning Center

Walmart

* Rides to and from these locations only start or end trip in the CRA

Hours of Service:

Weekdays 6 am to 7pm

Saturday 6am to 5pm





Booking Accessibility

Citrus Connection Online

- passengers can book same day or up to 5 days prior online

Call Center

- Citrus Connection call center would book trips

Citrus Connection would run this service with in-house vehicle(s) and staff.

Estimated cost for Bartow MOD - 1 Vehicle								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Cost/week	Cost 52 weeks
Number of Operators	1	1	1	1	1	1		
Operator Hourly rate	32.55	32.55	32.55	32.55	32.55	32.55		
Daily hours	14	14	14	14	14	12		
Total Operator Cost	455.7	455.7	455.7	455.7	455.7	390.6	2,669.10	138,793.20
Miles per trip	1.5	1.5	1.5	1.5	1.5	1.5		
Trips per day	28	28	28	28	28	28		
Total Miles	42	42	42	42	42	42		
Miles per gallon	19	19	19	19	19	19		
Fuel per day	2.21	2.21	2.21	2.21	2.21	2.21		
Fuel cost /gallon	3	3	3	3	3	3		
Fuel Cost	6.63	6.63	6.63	6.63	6.63	6.63	39.79	2,069.05
One time costs								
Operator Training hrs	48							
Operator Training Cost	1,562.40							1,562.40
Marketing Fee	1,750.00							1,750.00
Purchase of 1 ADA Accessible Transit Van	69,476.00							69,476.00
Total Project Cost Year 1								\$213,650.65
Total project cost Year 2								\$140,862.25

COST BREAKDOWN

	Year 1	Year 2	Year 3
Citrus Connection			
Vehicle	\$55,580.80		
Operations	\$72,087.33	\$70,431.13	72,543.93
Bartow CRA			
Vehicle	\$13,895.20		
Operations	\$72,087.32	\$70,431.12	72,543.93
Total Cost	\$213,650.65	\$140,862.25	\$145,087.86

Citrus Connection
Covers:

- **80%** of vehicle costs
- **50%** of service operations costs

Proposed Downtown Bartow Mobility on Demand

Questions?





GENERAL INFORMATION

Request: Review and take action to approve the CRA's Construction Manager At Risk, CMAR, Contract and Project Budget for the Innovation Center

STAFF ANALYSIS

The purpose of this item is to Review and Take Action to award a Construction Manager at Risk (CMAR) contract to Rodda Construction for the construction of the CRA Innovation Center and to approve the overall construction, design, and equipment budget in an amount not to exceed 3.4 million.

BACKGROUND

CRA Innovation Center is a key redevelopment initiative intended to support business development, workforce innovation, and entrepreneurial growth within the CRA District. The project will repurpose and construct a dedicated facility to house the CRA's office and CareerSource Polk in Downtown Bartow. The services provided by Career Source Polk will serve the community for workforce development programming, employment activities, workforce training partnerships, and community-based economic development services.

The CRA Innovation Center represents a strategic investment in economic development infrastructure that will support long-term revitalization, business growth, and workforce opportunity within the CRA District.

PROJECT DESCRIPTION

The CRA Innovation Center construction projects include, but is not limited to:

- Construction and/or major renovation of the Innovation Center facility
- Interior build-out of program, offices, multi purposes training/meeting area
- Pod Cast recording room
- Site improvements and utility coordination
- ADA compliance upgrades and an elevator
- Mechanical, electrical, plumbing systems
- Technology Amenities

PROCUREMENT AND CMAR SELECTION PROCESS

The CRA utilized the City of Bartow's CMAR procurement process in accordance with applicable procurement policies and state requirements. Proposals were evaluated based on qualifications, relevant project experience, project approach to construction management, cost control strategies, and ability to meet the project schedule.

Rodda Construction was selected as one of the five firms and provided a Guaranteed Max budget, GMP, with cost estimating, value engineering, and scheduling services.

After staff review, Rodda Construction's GMP was determined to be the lowest and one of the most responsive proposals and is within the project's established budget parameters. The overall budget includes hard construction costs, contingency allocations, and related construction phase expenses necessary to deliver a fully operational Innovation Center.

AVAILABILITY OF FUNDS

Funds are available in the CRA's Fiscal Year 25-26 budget under the CRA Construction Building Projects line item (111-559201-881-052)

STAFF RECOMMENDATION

Awarding the CMAR contract to Rodda Construction will allow the CRA to proceed with construction under a collaborative delivery method that emphasizes cost control, risk mitigation, schedule reliability, and quality assurance. Rodda Construction has demonstrated experience with comparable public-sector and redevelopment projects and has provided a competitive GMP that supports the CRA's financial and redevelopment objectives.

Staff recommend the board authorize the CRA Chair to execute the CMAR agreement to Rodda Construction to proceed with construction for the CRA Innovation Center project and approve the overall construction and design project budget in an amount not to exceed 3.4 million.

ATTACHMENTS:

Exhibit A- CMAR Agreement
Exhibit B- Rodda GMP Budget
Exhibit C- Innovation Center Plan



City of Bartow CRA
Addition / Renovation @ 180 Central Ave.
GMP
1/13/2026

Utility Allowance	\$ 15,000
Landscape / Site Accessories	\$ 8,000
Fencing	\$ 15,985
Pavers	\$ 4,590
Demolition	\$ 38,950
Slab Fill Material & Placement	\$ 5,000
Concrete Foundations / Masonry / Brick	\$ 273,562
Gypcrete Topping	\$ 17,500
Structural Steel	\$ 108,270
Misc. Metals / Stairs / Railings	\$ 47,600
Precast Stair Treads	\$ 20,667
Framing Material	\$ 50,000
Framing Labor	\$ 42,500
Finish Trim	\$ 20,000
Millwork	\$ 52,907
Roofing	\$ 24,779
Waterproofing / Flashing / Joint Sealants	\$ 12,000
Storefront / Curtainwall	\$ 204,900
Doors / Frames / Hardware	\$ 38,751
Metal Studs / Drywall	\$ 98,650
Stucco	\$ 24,500
Floorcovering	\$ 118,887
Painting	\$ 30,200
Ceiling Systems / Wall Panels	\$ 63,299
Aluminum Canopy	\$ 78,251
Window Shades	\$ 10,861
Specialties / Accessories	\$ 11,202
Signage	\$ 14,748

Elevator	\$ 139,000
Fire Sprinklers	\$ 44,724
Plumbing	\$ 98,620
HVAC	\$ 129,520
Electrical / Low Voltage	\$ 249,137

Subtotal	\$ 2,112,560
General Conditions	\$ 211,256
3% Contingency	\$ 63,377
Construction Management Fee	\$ 119,360

Subtotal	\$ 2,506,552
General Liability Insurance	\$ 9,485
Bond	\$ 23,050

TOTAL \$ 2,539,087

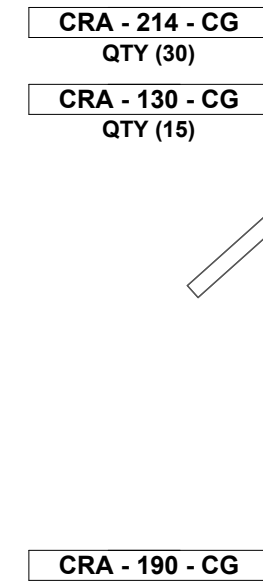
clarifications:

1. chairs, tables, cubicles, appliances or any other loose furniture items are not included
2. the above budget includes low voltage wiring and devices, but does not include any A/V or data equipment, servers, cameras or any other head-end equipment
3. the above budget does not include any provisions for permit, impact, utility, connection or any other type of governmental or regulatory fees
4. no road work is included









1. ALL PLANS ARE FOR GENERAL PERMIT AND CONSTRUCTION COORDINATION REFERENCE ONLY.
2. PLANS ARE PRELIMINARY - FINAL FURNITURE PLANS & SPECIFICATIONS FOR PROCUREMENT TO BE ISSUED SEPARATELY.
3. CMAR TO PROVIDE INSTALLATION COORDINATION, LABOR AND MATERIALS FOR ALL POWER, DATA AND HVAC CONNECTIONS.
4. CMAR APPROVED CONSTRUCTION SCHEDULE SHALL INCLUDE SIX (6) WEEKS FOR INSTALLATION AFTER SUBSTANTIAL COMPLETION OF CONSTRUCTION WORK AND ISSUANCE OF ARCHITECT AND ENGINEER FINAL PUNCH LIST(S).

1012	NEW OUTDOOR BENCH TO BE STARFISH AIR BY LANDSCAPE FORMS. ANCHOR TO EXISTING BRICK PAVERS USING HIDDEN ANCHOR SYSTEM. COLOR: ORANGE.
1037	NEW OUTDOOR FURNITURE TO BE LANDSCAPE FORMS PARC CENTRE CHAIR AND PARC CENTRE TABLE (COLOR: LOLL SUNSET ORANGE).

CRA - 213 - SG
QTY (5)

CRA - 122 - CG

2005 E. Edgewood Drive
Lakeland, Florida USA
33803-3601

CONFIDENTIAL COPYRIGHT 2025
 STRAUGHN TROUT - A GRACE DESIGN STUDIO
 GRACE HEBERT CURTIS ARCHITECTS, LLC
 Gerald D. Hebert, II - Qualifying Agent FL AR#93914

PURSUANT TO SECTION 102 OF THE COPYRIGHT ACT, 17 U.S.C., ALL CONCEPTS, IDEAS, DESIGNS, ARRANGEMENTS, DRAWINGS, AND PLANS INDICATED OR REPRESENTED BY ANY DOCUMENT PRODUCED BY OR FOR THE ARCHITECTURAL FIRM, SUBCONTRACTING FIRM, SUPPLIER, OR CORPORATION, AS SUCH ALL CONCEPTS, IDEAS, DESIGNS, ARRANGEMENTS, DRAWINGS, AND PLANS INDICATED OR REPRESENTED BY ANY DOCUMENT PRODUCED BY OR FOR THE ARCHITECTURAL FIRM, SUBCONTRACTING FIRM, SUPPLIER, OR CORPORATION, ARE CREATED, EVOLVED AND DEVELOPED FOR ITS OWN USE. NONE OF THE IDEAS, DESIGNS, ARRANGEMENTS, OR PLANS SHALL BE USED BY ANY OTHER ARCHITECTURAL FIRM, SUBCONTRACTING FIRM, SUPPLIER, OR CORPORATION FOR ANY PURPOSE WHATSOEVER WITHOUT THE WRITTEN PERMISSION OF STRAUGHN FIRM ARCHITECTS, LLC. THIS AGREEMENT SHALL BE IN FULL FORCE AND EFFECT FOR PROTECTION FOR AN ARCHITECTURAL WORK DESIGNED AS A WORK MADE FOR HIRE ON OR AFTER DECEMBER 1, 1996, LASTS FOR 99 YEARS OR THE TERM OF YEARS OF PUBLICATION OR FOR 120 YEARS FROM THE DATE OF CREATION OF THE UNPUBLISHED PLANS, WHICHEVER TERM IS LESS.

WARNING: REPRODUCTION HEREOF IS A CRIMINAL OFFENSE UNDER SECTION 102 OF THE COPYRIGHT ACT, 17 U.S.C. 18 U.S.C. SEC. 506. UNAUTHORIZED DISCLOSURE MAY CONSTITUTE TRADE SECRET MISAPPROPRIATION IN VIOLATION OF 18 U.S.C. 1831. ET SEQ. AND OTHER LAWS. THE CONCEPTS, IDEAS, DESIGNS, ARRANGEMENTS, DRAWINGS, AND PLANS DISCLOSED ARE COPYRIGHTED AND HEREIN MAY BE PATENTED OR BE THE SUBJECT OF PENDING PATENT APPLICATION. ANYONE VIOLATING THE INTENT OF THIS COPYRIGHT PROTECTION WILL BE PROSECUTED TO THE FULL EXTENT OF THE FEDERAL STATE AND LOCAL LAWS.

WRITTEN DIMENSIONS ON THESE DOCUMENTS SHALL HAVE PRECEDENCE OVER SCALE DIMENSIONS. CONTRACTORS SHALL VERIFY AND BE RESPONSIBLE FOR ALL DIMENSIONS AND CONDITIONS ON THE JOB AND THIS OFFICE MUST BE NOTIFIED OF ANY VARIATION FROM THE DIMENSIONS AND CONDITIONS SHOWN BY THESE DRAWINGS. SHOP DRAWINGS AND OR DETAILS MUST BE SUBMITTED TO THE ARCHITECT FOR REVIEW BEFORE PROCEEDING WITH FABRICATION.

TIM HOEFT, AIA
FLORIDA REG. NO. AR96576

**ADDITIONS AND ALTERATIONS TO
EXISTING OFFICE BUILDING FOR THE
BARTOW COMMUNITY
REDEVELOPMENT AGENCY**

180 CENTRAL AVE N
BARTOW, FL 33830

STA PROJECT #:	2342
----------------	------

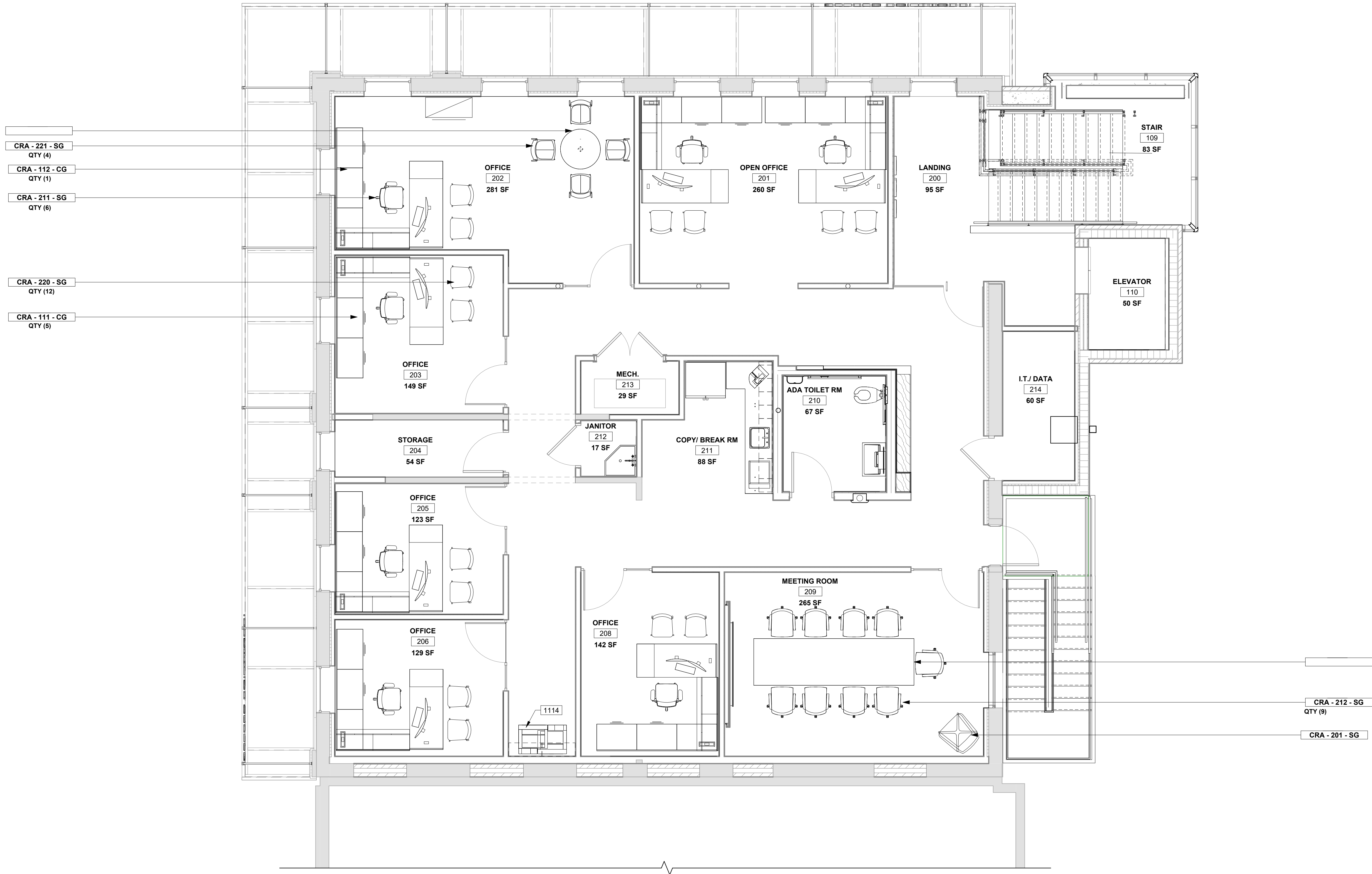
PROJECT MGR.:	TJH
---------------	-----

#	DATE	ISSUED AS
DD	12.16.24	100% DD

[illegible]NEW FIRST FLOOR
FURNITURE PLAN

A-101F

7/7/2025 11:40:01 AM Autodesk Docs (2342 - Bartow CRA Office Renovation)2342 - Bartow CRA Office Renovation_ARCH_V22.rvt



NEW SECOND FLOOR FURNITURE PLAN
1/4" = 1'-0"

GENERAL NOTES

1. ALL PLANS ARE FOR GENERAL PERMIT AND CONSTRUCTION COORDINATION REFERENCE ONLY.
2. PLANS ARE PRELIMINARY - FINAL FURNITURE PLANS & SPECIFICATIONS FOR PROCUREMENT TO BE ISSUED SEPARATELY.
3. CMAR TO PROVIDE INSTALLATION COORDINATION, LABOR AND MATERIALS FOR ALL POWER, DATA AND HVAC CONNECTIONS.
4. CMAR APPROVED CONSTRUCTION SCHEDULE SHALL INCLUDE SIX (6) WEEKS FOR INSTALLATION AFTER SUBSTANTIAL COMPLETION OF CONSTRUCTION WORK AND ISSUANCE OF ARCHITECT AND ENGINEER FINAL PUNCH LIST(S).

LEGEND

STRAUGHN TROUT a Grace Design Studio

2005 E. Edgewood Drive PH (888) 685-6205
Lakeland, Florida, USA stroughntrout.com
33803-3601

© CONFIDENTIAL, COPYRIGHT 2025
STRAUGHN TROUT, A GRACE DESIGN STUDIO
GRACE HERBERT CURTIS ARCHITECTS, LLC
General Contracting, E-1, Qualifying Agent E-1, Address E-1

PURSUANT TO SECTION 102 OF THE COPYRIGHT ACT, 17 U.S.C., ALL CONCEPTS, IDEAS, DESIGNS, ARRANGEMENTS, DRAWINGS, AND MATERIALS INDICATED OR REPRESENTED BY ANY DOCUMENT PROTECTED BY STRAUGHN TROUT ARCHITECTS, L.L.C. SHALL BE PROTECTED BY STRAUGHN TROUT ARCHITECTS, L.L.C. AS SUCH ALL CONCEPTS, IDEAS, DESIGNS, ARRANGEMENTS, DRAWINGS, AND MATERIALS INDICATED OR REPRESENTED BY ANY DOCUMENT ARE OWNED AND THE PROPERTY OF STRAUGHN TROUT ARCHITECTS, L.L.C. AND SHALL BE USED AND DEVELOPED FOR ITS OWN USE, NOT BE REPRODUCED, COPIED, REPRODUCED, OR IN ANY MANNER BE USED OR DISCLOSED TO ANY PERSON, ARCHITECTURAL OR ENGINEERING FIRM, CONSULTING FIRM, OR ANY OTHER FIRM, WITHOUT THE WRITTEN PERMISSION OF STRAUGHN TROUT ARCHITECTS, L.L.C. PURSUANT TO SECTION 102 OF THE COPYRIGHT ACT, 17 U.S.C., PROTECTION FOR AN ARCHITECTURAL WORK CREATED OR HEREIN MADE FOR ONE OR MORE YEARS AFTER DECEMBER 1, 1961, LAST, FOR AS LONG FROM THE DATE OF PUBLICATION OF THE WORK OR FOR 10 YEARS FROM THE DATE OF CREATION OF THE UNPUBLISHED PLANS, WHICHEVER TERM IS LESS.

WARNING: REPRODUCTION HEREOF IS A CRIMINAL OFFENSE UNDER SECTION 102 OF THE COPYRIGHT ACT, 17 U.S.C., 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

WRITTEN DIMENSIONS ON THESE DOCUMENTS SHALL HAVE PRECEDENCE OVER ALL DIMENSIONS ON CONSTRUCTION. THE USER SHALL VERIFY AND BE RESPONSIBLE FOR ALL DIMENSIONS AND CONDITIONS ON THE JOB AND THE USER SHALL BE NOTIFIED OF ANY VARIATION AND PLANS OR CONDITIONS ARE COPIED HEREON AND HEREIN MAY BE ALTERED OR BE THE SUBJECT OF REVISION WITHOUT NOTICE TO THE ARCHITECT FOR REVIEW BY THE ARCHITECT. PROTECTION WILL BE PROVIDED TO THE FULL EXTENT OF THE FEDERAL, STATE AND LOCAL LAWS.

ATTENTION IS DIRECTED TO THE FACT THAT THESE PLANS MAY HAVE BEEN REDUCED IN SIZE BY REPRODUCTION. THIS MUST BE CONSIDERED WHEN OBTAINING FIELD DATA. DIMENSION INFORMATION SHOULD NOT BE OBTAINED BY SCAULING THE PLANS.

TIM HOEFT, AIA
FLORIDA REG. NO. AR96576

ADDITIONS AND ALTERATIONS TO
EXISTING OFFICE BUILDING FOR THE
BARTOW COMMUNITY
REDEVELOPMENT AGENCY
180 CENTRAL AVE N
BARTOW, FL 33830

STA PROJECT #: 2342

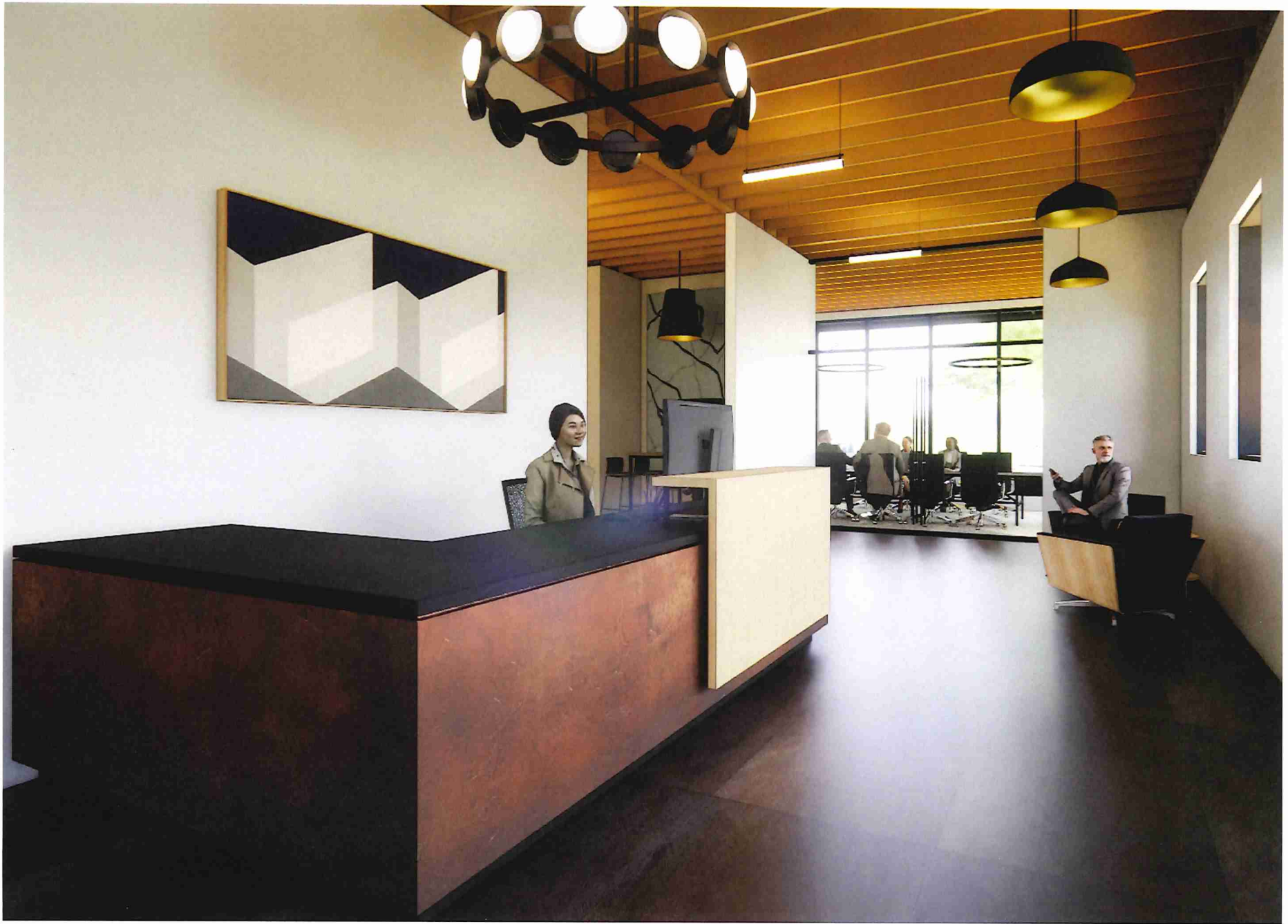
PROJECT MGR.: TJH

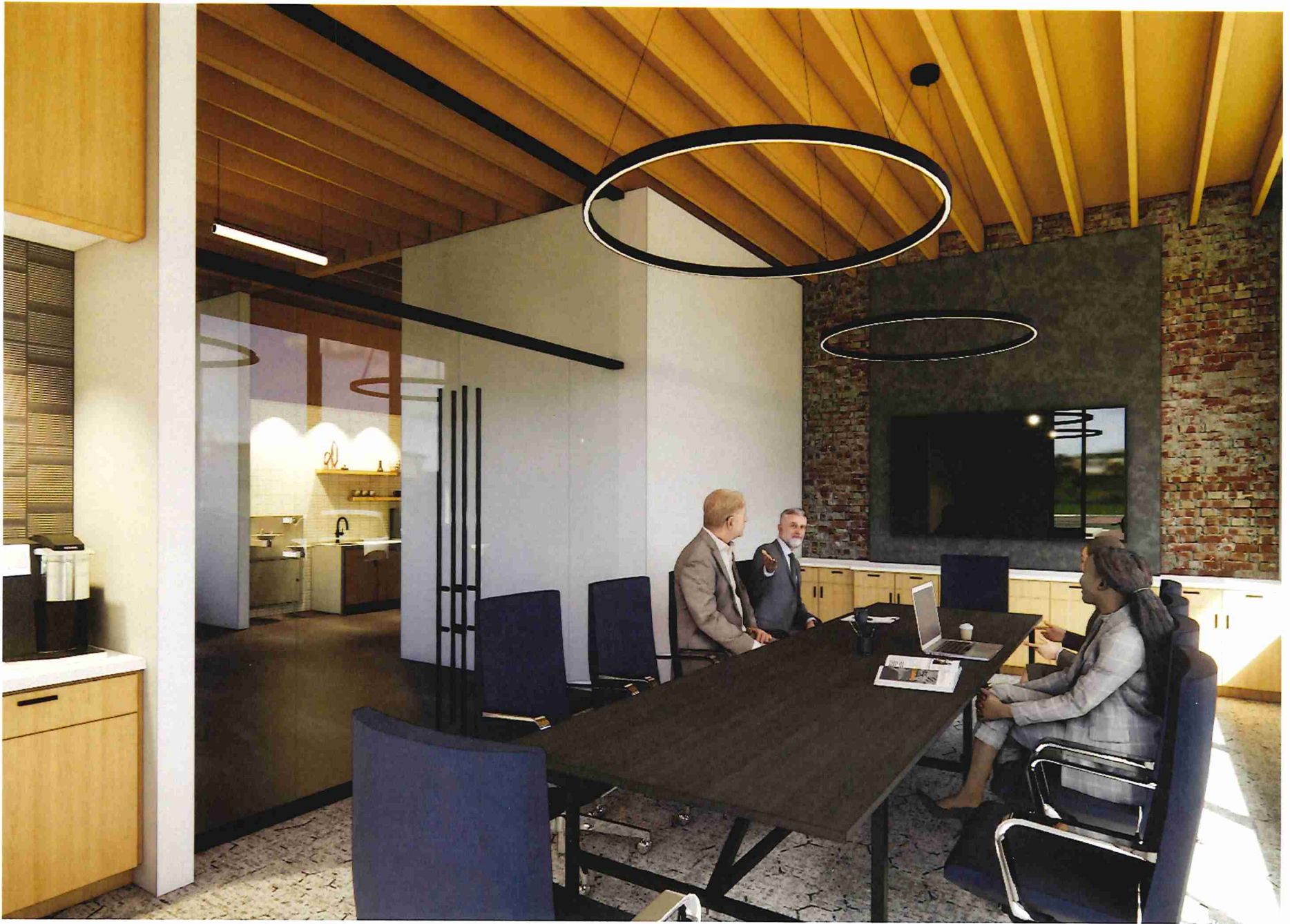
DATE ISSUED AS

DD 12.16.24 100% DD

NEW SECOND
FLOOR FURNITURE
PLAN

A-102F











CRA Executive Director Staff Report Three Work Plan CRA Review Date: January 28, 2026

GENERAL INFORMATION

Request: Review and take action to approve the development of the CRA's Three-Year Strategic Planning Document for FY 26/29

STAFF ANALYSIS

The purpose of this item is to review and Take Action to approve the development of the CRA's Three-Year Strategic Planning Document for FY 26/29, which formalizes the Board's direction and input from the January 8, 2026, CRA Strategy Workshop.

BACKGROUND

The CRA conducted a Redevelopment Plan Workshop on January 8, 2026, to align future programming, capital investment projects, targeted property acquisition, and policy initiatives with the 2026 Community Redevelopment Plan. The workshop focused on priority-setting, project types, geographic focus areas, and revisions of the CRA's 24/26 Workplan.

KEY OUTCOMES FROM THE WORKSHOP

The Board directed staff to revise the existing workplan frameworks from five action goal settings into four action-oriented priority categories. The Board emphasized that district activation and placemaking efforts are directly linked to commercial redevelopment, noting that increased foot traffic is essential to business recruitment and retention.

The four endorsed priority categories are:

- Property Acquisition & Construction
- District Activation & Placemaking
- Commercial & Public Spaces Redevelopment
- Residential Redevelopment

PRIORITY 1: Property Acquisition & Construction

- Acquisition Targets
- Development Types for CRA-Owned Property

PRIORITY 2: District Activation & Placemaking

- Public Spaces and Amenities
- Gateways and Wayfinding
- Programming and Activations
- Arts and Public Places

PRIORITY 3: Commercial & Public Spaces Redevelopment

- Priority Corridors
- Desired Business Types
- Support for Existing Businesses

- Regulatory Considerations

PRIORITY 4: Residential Redevelopment

- Housing Types
- Affordable Housing
- Workforce Housing
- Single Family Homes
- Housing Rehabilitation
- Veterans Housing

STAFF RECOMMENDATION

Staff recommends that the CRA Board accept this report as the formal summary of January 8, 2026, Workshop and authorize CRA staff and HCP consultants, to proceed with development of the updated three-year work plan in accordance with the priorities and direction outlined herein.

Attachments

Exhibit A- 24/26 Workplan Document

Exhibit B- Workplan Presentation



**Community Redevelopment Agency
Work Plan- January 2024- January 2026**

The CRA's Mission is to Elevate Bartow by transforming our CRA district by encouraging investment that enhances our neighborhoods and drives economic growth while preserving our diverse history.

CRA Development Objectives

1. Develop CRA Corridors- East, West, and North for Redevelopment- into an Entertainment or Commercial Business District
2. Increase Housing Stock in the CRA District, East and West, by Developing Workforce Housing Communities
3. Redevelop Commercial Properties and Housing Areas in the CRA District East End
4. Redevelop Commercial Properties and Housing Areas in the CRA District West End
5. Downtown Bartow- Complete Street- Urban design for downtown Bartow (planning, designing, building, operating, and maintaining streets that enable safe access for all)

MARKETING GOAL: INCREASE AWARENESS OF THE CRA DISTRICT AS A DESTINATION POINT- RESIDENTS, EMPLOYEES, VISITORS, AND DEVELOPERS

- 1. Strategy:** Promote the CRA District area as a safe and exciting place to hold business and family-oriented community events, ecotourism, and social/recreational activities.
- 2. Strategy:** Market the CRA District and its assets for commercial and residential development opportunities.
- 3. Strategy:** Market the CRA District, and its businesses as Innovative and Thriving Public Spaces for the Development of Commercial Opportunities.
- 4. Strategy:** Develop Public Safety Measures (Community Policing of CRA District).

BUSINESS ASSISTANCE GOAL: RETAIN CURRENT BUSINESSES AND ATTRACT NEW BUSINESSES THE CRA DISTRICT

- 1. Strategy:** Connect CRA's Corridors and Downtown with a Variety of Trans-Modal Services or Programs for increased mobility options.
- 2. Strategy:** Establish partnerships between the public and private sectors for the purpose of developing redevelopment projects/partnerships that mutually benefit the public realm.
- 3. Strategy:** Activate Public Spaces for Pedestrian Traffic in Downtown, East End, and North End CRA District Areas.
- 4. Strategy:** Develop Programs and Services that establish business retention, recruitment, and/or expansion programs that assist local businesses or entrepreneurs in establishing and growing businesses in the CRA Redevelopment Area.

POLICY & PROJECT GOAL: DEVELOP INITIATIVES OR PROGRAMS FOR REVITALIZATION IN THE DOWNTOWN AND THE EAST, WEST, NORTH CRA AREAS

- 1. Strategy:** Acquire real property in the CRA area for resale or community use (commercial and residential development).
- 2. Strategy:** Activate Public Spaces for Pedestrian Traffic in East, West, and North Communities.
- 3. Strategy:** Increase the Public Realm (Smart City) with upgraded technology for improved connectivity to parks, Downtown Bartow, and the Bartow Trail Improvements (EV Charging Stations, Expanded Wi-Fi, Solar Light Poles, Cameras, and Blue Light Street Poles- 911 Communication).

CRA funding priorities are approved by the board of directors for allocating services, programs, and financial initiatives to eliminate blight and improve the pedestrian experience in the public realm.