

**PUBLIC NOTICE**  
**MIRACLE MILE IMPROVEMENT DISTRICT**  
**BOARD OF DIRECTORS GENERAL MONTHLY MEETING**

**DATE:** TUESDAY, January 11, 2022

**TIME:** 4:00PM

**PLACE:** ZOOM Video Conference: [https://zoom.us/92053431854](https://zoom.us/j/92053431854)  
or via telephone 1-669-900-9128, **Meeting ID:** 920 5343 1854, **Password:**  
522606

**TO:** **MMID Board Members:** Kim Byrd, Lisa Whirlow, Yonie Young, Tina Wells Lee, Jean Callahan, Rex Dhatt, Jeff Dundas, Jeff Gamboni, Manuel Guizar, Nadja King, Nicole Snyder, Rachelle Turner, Tanya Watters

**GENERAL MEETING REQUIREMENTS:**

**Brown Act:** All Miracle Mile Improvement District Board meetings are held pursuant to the Brown Act as codified in Government Code Section 54957.5. Virtual online meetings are permitted via the Governor's [Executive Order N-29-20](#).

**Public Comments:** The law provides the opportunity for the public to be heard on any item within the subject matter jurisdiction of the Board, before or during the discussion of that item by the Board. For all items, including items not on the agenda, the public comment time is at the start of each meeting and is limited to five minutes per person unless additional time is granted by the meeting chairperson. State law does not allow action to be taken on an issue not listed on the Agenda.

**AGENDA**

1. Call to Order Open Session – *Kim Byrd, Board President*
2. Public Comments & Introductions
3. Minutes of the December 14th, 2021 General Board Meeting *(ACTION)*
4. December (Year End) 2021 Financial Statements *(ACTION)*
5. Budget 2022 – *Kim Byrd & Tina Wells Lee (ACTION)*
6. Election of 2022 Board Officers *(ACTION)*
  - a. President
  - b. Vice President
  - c. Treasurer
  - d. Secretary
7. Appointment of 2022 Board Committee *(ACTION)*
  - a. Finance (Treasurer)
  - b. Policies & Procedures
  - c. Security
  - d. Improvements
  - e. District Renewal (Ad Hoc)
8. AB 361 – Brown Act Update *(ACTION)*
9. Executive Report – Kim Byrd
  - a. Strategic Planning Meeting Date
  - b. Conflict of Interest & Whistleblower
10. Board Member Requests/Announcements
11. Adjournment

Next MMID Board of Directors General Meeting Scheduled Tuesday, February 11<sup>th</sup>, 2022

*If any accommodations are needed, please contact [info@stocktonmiraclemile.com](mailto:info@stocktonmiraclemile.com).  
Requests should be made as soon as possible, but at least 24 hours prior to the scheduled meeting.*

**MIRACLE MILE IMPROVEMENT DISTRICT  
GENERAL MEETING BOARD OF DIRECTORS  
MINUTES OF THE MEETING  
Tuesday, December 14, 2021  
Virtual Meeting-Zoom Video conference**

**PRESENT:** Kim Byrd, Lisa Whirlow, Yonie Young, Tina Wells Lee, Jeff Dundas, Jeff Gamboni, Nicole Snyder, Tanya Watters, Manuel Guizar (4:26pm)

**ABSENT:** Helena Monica, Kevin Hernandez, Mike Klocke, Nadja King

**GUESTS:** Jessica Saul-merchant on the Mile

**AGENDA**

1. Call to Order Open Session – *Kim Byrd, Board President* 4:05pm
2. Public Comments-
3. Minutes of the November 9, 2021 General Board M/eting  
Motion: Tina Wells Lee    Second: Tanya Watters    Vote: 6/7    Motion carried    Lisa abstained due to not attending meeting
4. November 2021 Financial Statements  
Motion: Jeff Gamboni    Second: Jeff Dundas    Vote: 8/8    Motion carried    None abstained
5. Budget 2022 – Kim Byrd & Tina Wells Lee  
\$94, 381 Harding Way grant-correction of amount  
Proposal of hiring part time ED-  
Maintenance: We will be eliminating Wednesdays and there will be only one maintenance employee there daily instead of two maintenance employees three days a week.  
Security changing from 21 Random Patrol/Week (2 Random Patrols/Day Shift) + 35 hours Dedicated (7 Days @ 5 Hour Shifts) + \$4,800 for Annual Sponsorship requests to: 14 Random Patrol/Week (2 Random Patrols/Day Shift) + 25 hours Dedicated (5 Days @ 5 Hour Shifts) + \$4,800 for Annual Sponsorship requests.  
Discussion will continue as the 2022 Budget is refined.
6. Executive Director Direction 2022  
Motion: Nicole Snyder    Second: Jeff Dundas    Vote: 8/9    Motion carried    Kim abstained due to her taking ED position
7. AB 361 – Brown Act Update  
For month of January 2022  
Motion: Tina Wells Lee    Second: Jeff Dundas    Vote:9/9    Motion carried    None abstained
8. City of Stockton Announcements & Project Updates – Nicole Snyder  
\$300,000 grant-for Public Works
9. Standing Committees Reports:
  - a. Executive Committee - Kim Byrd
  - b. Security – Jeff Dundas & Tanya Watters
  - c. Improvement – Jeff Gamboni & Kevin Hernandez  
-reschedule meeting with SUSD superintendent.

-planter replacement project is complete.

d. Events & Promotions – Nadja King & Nicole Snyder

Visit Stockton Restaurant Week: Coming in January: 13th Annual, Visit Stockton Restaurant Week. 10-day dining extravaganza from January 14-23, 2022! Merchants encouraged to participate

e. Policies & Procedures – Manuel Guizar & Nadja King

10.Board Member Requests/Announcements

11.Adjournment 5:20

Motion: Tanya Watters

Next MMID Board of Directors General Meeting Scheduled Tuesday, January 11th, 2022



# Board of Directors Report

Miracle Mile Improvement District  
2021 Year End Financials

Prepared by  
**MMID Finance Committee**

Prepared on  
**January 8, 2022**

# Table of Contents

---

Balance Sheet.....3

Profit and Loss December 2021 .....4

Fiscal Year-End Financials .....6

Notes to the Financial Statements.....8

# Balance Sheet

As of December 31, 2021

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
F&M Checking	59,995.56
F&M Emergency Reserve x619	18,006.23
F&M Savings x719	15,004.89
<b>Total Bank Accounts</b>	<b>93,006.68</b>
<b>Total Current Assets</b>	<b>93,006.68</b>
<b>Fixed Assets</b>	
Accumulated Depreciation	-1,526.01
Fixed Asset Furniture	1,526.01
<b>Total Fixed Assets</b>	<b>0.00</b>
<b>TOTAL ASSETS</b>	<b>\$93,006.68</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Total Liabilities</b>	
<b>Equity</b>	
Opening Balance Equity	33,503.69
Retained Earnings	73,863.07
Net Income	-14,360.08
<b>Total Equity</b>	<b>93,006.68</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$93,006.68</b>

# Profit and Loss December 2021

December 2021

	Dec 2021	Total
<b>INCOME</b>		
NON-ASSESSED INCOME		0.00
Event Income		0.00
Car Show & Concert		0.00
Sponsorship	1,000.00	1,000.00
<b>Total Car Show &amp; Concert</b>	<b>1,000.00</b>	<b>1,000.00</b>
Event Pop-Up Nights	1,000.00	1,000.00
<b>Total Event Income</b>	<b>2,000.00</b>	<b>2,000.00</b>
Interest Income	2.50	2.50
<b>Total NON-ASSESSED INCOME</b>	<b>2,002.50</b>	<b>2,002.50</b>
Unapplied Cash Payment Income	-1,000.00	-1,000.00
<b>Total Income</b>	<b>1,002.50</b>	<b>1,002.50</b>
<b>GROSS PROFIT</b>	<b>1,002.50</b>	<b>1,002.50</b>
<b>EXPENSES</b>		
ADMINISTRATION		0.00
Operational Costs		0.00
Dues, Subscriptions & Memberships	12.00	12.00
Phone & Internet Service	29.13	29.13
Storage Lease	229.00	229.00
<b>Total Operational Costs</b>	<b>270.13</b>	<b>270.13</b>
Professional Services		0.00
Accounting	242.50	242.50
<b>Total Professional Services</b>	<b>242.50</b>	<b>242.50</b>
<b>Total ADMINISTRATION</b>	<b>512.63</b>	<b>512.63</b>
ENHANCED MAINTENANCE		0.00
Contractor - Maintenance	5,260.00	5,260.00
Infrastructure Improvement Program	1,834.06	1,834.06
Repair & Maintenance Supplies	47.88	47.88
Waste Management	372.94	372.94
<b>Total ENHANCED MAINTENANCE</b>	<b>7,514.88</b>	<b>7,514.88</b>
ENHANCED SECURITY		0.00
Contractor - Security	6,266.00	6,266.00
<b>Total ENHANCED SECURITY</b>	<b>6,266.00</b>	<b>6,266.00</b>
MARKETING		0.00
Branding and Management	1,500.00	1,500.00
Website Hosting & Services	1.50	1.50
<b>Total Branding and Management</b>	<b>1,501.50</b>	<b>1,501.50</b>
Event Expenses		0.00
Event Pop-Up Night	60.00	60.00
Holiday Sip & Shop	789.91	789.91

	Dec 2021	Total
<b>Total Event Expenses</b>	<b>849.91</b>	<b>849.91</b>
<b>Total MARKETING</b>	<b>2,351.41</b>	<b>2,351.41</b>
RESERVE & SPECIAL FUNDING		0.00
District Renewal Expense	7,125.00	7,125.00
<b>Total RESERVE &amp; SPECIAL FUNDING</b>	<b>7,125.00</b>	<b>7,125.00</b>
<b>Total Expenses</b>	<b>23,769.92</b>	<b>23,769.92</b>
NET OPERATING INCOME	-22,767.42	-22,767.42
NET INCOME	<b>\$ -22,767.42</b>	<b>\$ -22,767.42</b>



# Fiscal Year-End Financials

January - December 2021

	Actual	Budget	over Budget	Total % of Budget
<b>INCOME</b>				
ASSESSMENT INCOME	220,978.28	221,380.08	-401.80	99.82 %
<b>NON-ASSESSED INCOME</b>				
Event Income		10,000.00	-10,000.00	
Car Show & Concert	7,634.00		7,634.00	
Sponsorship	10,000.00		10,000.00	
<b>Total Car Show &amp; Concert</b>	<b>17,634.00</b>		<b>17,634.00</b>	
Event Pop-Up Nights	9,765.92		9,765.92	
<b>Total Event Income</b>	<b>27,399.92</b>	<b>10,000.00</b>	<b>17,399.92</b>	<b>274.00 %</b>
Interest Income	9.78	7.92	1.86	123.48 %
RTD Maintenance Contract	1,200.00		1,200.00	
<b>Total NON-ASSESSED INCOME</b>	<b>28,609.70</b>	<b>10,007.92</b>	<b>18,601.78</b>	<b>285.87 %</b>
<b>Total Income</b>	<b>249,587.98</b>	<b>231,388.00</b>	<b>18,199.98</b>	<b>107.87 %</b>
<b>GROSS PROFIT</b>	<b>249,587.98</b>	<b>231,388.00</b>	<b>18,199.98</b>	<b>107.87 %</b>
<b>EXPENSES</b>				
<b>ADMINISTRATION</b>				
<b>Contract Services Mgmt</b>				
Contractor - Management	13,750.00	66,000.00	-52,250.00	20.83 %
Workmans Comp Insurance	-32.89		-32.89	
<b>Total Contract Services Mgmt</b>	<b>13,717.11</b>	<b>66,000.00</b>	<b>-52,282.89</b>	<b>20.78 %</b>
<b>Operational Costs</b>				
Dues, Subscriptions & Memberships	1,454.24	1,400.00	54.24	103.87 %
Liability Insurance	11,815.75	10,300.00	1,515.75	114.72 %
Meeting Expense		1,000.00	-1,000.00	
Office Printing	103.74	1,350.00	-1,246.26	7.68 %
Office Supplies	262.50	850.00	-587.50	30.88 %
Phone & Internet Service	348.86	480.00	-131.14	72.68 %
Postage & Mailing Service	468.84	240.00	228.84	195.35 %
Rent & Lease		4,200.00	-4,200.00	
Storage Lease	2,688.00	1,200.00	1,488.00	224.00 %
Taxes & Licenses	25.00		25.00	
Travel/Gas/Parking	1.00		1.00	
<b>Total Operational Costs</b>	<b>17,167.93</b>	<b>21,020.00</b>	<b>-3,852.07</b>	<b>81.67 %</b>
<b>Professional Services</b>				
Accounting	3,189.68	2,118.00	1,071.68	150.60 %
Consulting & Legal	175.00	500.00	-325.00	35.00 %
<b>Total Professional Services</b>	<b>3,364.68</b>	<b>2,618.00</b>	<b>746.68</b>	<b>128.52 %</b>
<b>Total ADMINISTRATION</b>	<b>34,249.72</b>	<b>89,638.00</b>	<b>-55,388.28</b>	<b>38.21 %</b>

				<b>Total</b>
	<b>Actual</b>	<b>Budget</b>	<b>over Budget</b>	<b>% of Budget</b>
<b>ENHANCED MAINTENANCE</b>				
Contractor - Maintenance	63,545.94	62,400.00	1,145.94	101.84 %
Infrastructure Improvement Program	26,296.90	50,000.00	-23,703.10	52.59 %
Repair & Maintenance Supplies	2,600.11	1,200.00	1,400.11	216.68 %
Waste Management	4,102.34		4,102.34	
<b>Total ENHANCED MAINTENANCE</b>	<b>96,545.29</b>	<b>113,600.00</b>	<b>-17,054.71</b>	<b>84.99 %</b>
<b>ENHANCED SECURITY</b>				
Contractor - Security	79,138.09	72,000.00	7,138.09	109.91 %
<b>Total ENHANCED SECURITY</b>	<b>79,138.09</b>	<b>72,000.00</b>	<b>7,138.09</b>	<b>109.91 %</b>
<b>MARKETING</b>				
Branding and Management	22,875.55	10,800.00	12,075.55	211.81 %
Website Hosting & Services	648.67	350.00	298.67	185.33 %
<b>Total Branding and Management</b>	<b>23,524.22</b>	<b>11,150.00</b>	<b>12,374.22</b>	<b>210.98 %</b>
Event Expenses	88.28	5,000.00	-4,911.72	1.77 %
Car Show Expenses	15,622.09		15,622.09	
Event Pop-Up Night	535.76		535.76	
Holiday Sip & Shop	789.91		789.91	
Other Event Expenses	738.91		738.91	
<b>Total Event Expenses</b>	<b>17,774.95</b>	<b>5,000.00</b>	<b>12,774.95</b>	<b>355.50 %</b>
<b>Total MARKETING</b>	<b>41,299.17</b>	<b>16,150.00</b>	<b>25,149.17</b>	<b>255.72 %</b>
<b>RESERVE &amp; SPECIAL FUNDING</b>				
District Renewal Expense	12,147.10		12,147.10	
Grant Funding Distribution				
Patio Lighting	129.87		129.87	
Patio Umbrellas/Stands	438.82		438.82	
<b>Total Grant Funding Distribution</b>	<b>568.69</b>		<b>568.69</b>	
<b>Total RESERVE &amp; SPECIAL FUNDING</b>	<b>12,715.79</b>		<b>12,715.79</b>	
<b>Total Expenses</b>	<b>263,948.06</b>	<b>291,388.00</b>	<b>-27,439.94</b>	<b>90.58 %</b>
<b>NET OPERATING INCOME</b>	<b>-14,360.08</b>	<b>-60,000.00</b>	<b>45,639.92</b>	<b>23.93 %</b>
<b>NET INCOME</b>	<b>\$ -14,360.08</b>	<b>\$ -60,000.00</b>	<b>\$45,639.92</b>	<b>23.93 %</b>

# Notes to the Financial Statements

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**Miracle Mile Improvement District  
Annual Budget Worksheet**

INCOME	2021 Actual	2021 Budget	Mgmt Plan	2022 Proposed Budget
<b>ASSESSMENT INCOME</b>	<b>\$220,978.28</b>	<b>\$221,380.08</b>	<b>\$221,380.08</b>	
<i>COS</i>				\$20,270.87
<i>SUSD</i>				\$19,829.04
<i>General</i>				\$181,878.37
<b>TOTAL ASSESSMENT INCOME</b>				<b>\$221,978.28</b>
<b>NON-ASSESSMENT INCOME</b>				
Event Income	\$27,399.92	\$10,000.00		\$10,000.00
Interest Income	\$9.78	\$7.92		\$8.00
Net Restitution	\$0.00	\$0.00		\$0.00
RTD Maintenance Contract	\$1,200.00	\$0.00		\$0.00
Harding Way Project Reimbursement				\$94,381.00
Non-Assessed Income - (Other)				\$70,000.00
<b>TOTAL NON-ASSESSMENT INCOME</b>	<b>\$28,609.70</b>	<b>\$10,007.92</b>		<b>\$174,389.00</b>
<b>TOTAL INCOME</b>	<b>\$249,587.98</b>	<b>\$231,388.00</b>	<b>\$221,380.08</b>	<b>\$396,367.28</b>
EXPENSE	2021 Actual	2021 Budget	Mgmt Plan	2022 Budget
<b>ADMINISTRATION</b>				
<b>Contract Service Management</b>	<b>\$13,717.11</b>	<b>\$66,000.00</b>	<b>\$61,061.00</b>	<b>\$28,061.00</b>
<b>Operational Cost</b>				
Dues & Subscriptions	\$1,454.24	\$1,400.00		\$665.00
Liability Insurance	\$11,815.75	\$10,300.00		\$12,500.00
Meeting Expense		\$1,000.00		\$500.00
Office Printing	\$103.74	\$1,350.00		\$250.00
Office Supplies	\$262.50	\$850.00		\$250.00
Phone & Internet	\$348.86	\$480.00		\$420.00
Postage	\$468.84	\$240.00		\$525.00
Office Lease		\$4,200.00		\$0.00
Storage Lease	\$2,688.00	\$1,200.00		\$1,330.00
Taxes & License	\$25.00			
Travel/Gas/Parking	\$1.00	\$0.00		\$0.00
<b>Total Office/General Administrative</b>	<b>\$17,167.93</b>	<b>\$21,020.00</b>		<b>\$16,440.00</b>
<b>Professional Services</b>				
Accounting	\$3,189.68	\$2,118.00		\$5,160.00
Contract Service Mgmt				\$9,900.00
Consulting & Legal Fees	\$175.00	\$500.00		\$1,500.00
<b>Total Professional Services</b>	<b>\$3,364.68</b>	<b>\$2,618.00</b>		<b>\$16,560.00</b>
<b>TOTAL ADMINISTRATION</b>	<b>\$34,249.72</b>	<b>\$89,638.00</b>		<b>\$61,061.00</b>

**Miracle Mile Improvement District  
Annual Budget Worksheet**

INCOME	2021 Actual	2021 Budget	Mgmt Plan	2022 Proposed Budget
<b>ENHANCED MAINTENANCE</b>			<b>\$53,790.00</b>	
Contractor Service Maintenance	\$63,545.94	\$62,400.00		\$51,518.34
Infrastructure Improvement	\$26,296.90	\$50,000.00		\$0.00
Repair & Maintenance Supplies	\$2,600.11	\$1,200.00		
Waste Management	\$4,102.34			\$4,475.00
Contract Service Mgmt				\$6,600.00
<b>TOTAL ENHANCED MAINTENANCE</b>	<b>\$96,545.29</b>	<b>\$113,600.00</b>		<b>\$62,593.34</b>
<b>ENHANCED SECURITY</b>				
Contractor Service Security	\$79,138.09	\$72,000.00	<b>\$71,326.00</b>	\$70,228.94
Contract Service Mgmt				\$9,900.00
<b>TOTAL ENHANCED SECURITY</b>	<b>\$79,138.09</b>	<b>\$72,000.00</b>		<b>\$80,128.94</b>
<b>MARKETING</b>			<b>\$30,075.00</b>	
Advertising, Events & Promotions	\$22,875.55	\$10,800.00		\$22,750.00
Event Expenses	\$17,774.95	\$5,000.00		\$0.00
Website Management & Hosting	\$648.67	\$350.00		\$725.00
Contract Service Mgmt				\$6,600.00
<b>TOTAL MARKETING</b>	<b>\$41,299.17</b>	<b>\$16,150.00</b>		<b>\$30,075.00</b>
<b>RESERVE &amp; SPECIAL FUNDING</b>				
District Renewal	\$12,147.10			\$63,000.00
Other Special Projects	\$568.69			\$94,381.00
<b>RESERVE &amp; SPECIAL FUNDING</b>	<b>\$12,715.79</b>	<b>\$0.00</b>		<b>\$157,381.00</b>
<b>TOTAL EXPENSE</b>	<b>\$263,948.06</b>	<b>\$291,388.00</b>		<b>\$391,239.28</b>
<b>NET OPERATING INCOME</b>	<b>-\$14,360.08</b>	<b>-\$60,000.00</b>		<b>\$5,128.00</b>
<b>RESERVE REQUIREMENT</b>				
Emergency Reserve Savings Deposit	<b>\$6,419.42</b>	<b>\$3,600.01</b>	<b>\$5,128.00</b>	<b>\$5,128.00</b>
PBID Renewal Savings Deposit	<b>\$8,756.88</b>	<b>\$2,400.01</b>		
<b>RETAINED EARNINGS &amp; SAVINGS</b>				
<i>Carry Over Non-Assessment</i>			\$44,508.32	
<i>Emergency Reserve Savings Balance</i>			\$18,006.23	
<i>PBID Renewal Savings Balance</i>			\$15,004.89	
			<b>\$77,519.44</b>	

## MONTHLY REPORTS December 2021

<b>District Renewal</b>	<b>Renewal Timeline for City Approval/Adoption</b>		
		<b>MMID Due Date</b>	<b>Council Date</b>
	Annual Report, Workplan & Budget	01/12/2022 02/03/2022	03/01/2022 03/22/2022
	CBD Ordinance	02/03/2022	03/22/2022
	Council adopts Resolution of Intent, public hearing date for balloting process.	04/06/2022	05/24/2022
	Ballot count Resolution of Formation adopted by the City Council	05/25/2022	05/25/2022
<b>Improvement</b>	<b>Harding Way Funds: \$94,380.98</b>		
	<p>Requirements for funding: Execute an agreement with the City approved by Council with a staff report to include invoices of costs that are capital in nature. Include in agreement: State one-time funding source, with documentation and MMID is responsible to replace and maintain items purchased.</p> <p>Quotes being obtained for:</p> <ul style="list-style-type: none"> <li>• Crepe Myrtle trees for empty tree wells.</li> <li>• Installation of much needed garbage cans.</li> <li>• Updates to the Harding Way entrance median</li> <li>• Fill Tree Belt (between sidewalk and street) with Stabilized DG and/or pavers/stamped concrete at Corner of Pacific &amp; Harding Way</li> </ul>		
<b>Promotions</b>	<p><b>Visit Stockton Restaurant Week:</b> Coming in January: 13th Annual, Visit Stockton Restaurant Week. 10-day dining extravaganza from January 14-23, 2022! Merchants encouraged to participate.</p>		
	<p><b>UOP NCAA Men's Basketball – Miracle Mile Appreciation</b> – Rescheduled from January 8 to a date, TBD, in February. A great response from the Miracle Mile Merchants, 22 delivering over \$700 in merchant gift cards.</p>		



### SPD Business

Watch Stats	Jan 12/07	Feb 1/11	Mar 2/09	Apr 3/08	May 4/12	Jun 5/10	Jul 6/07	Aug 7/12	Sep 8/09	Oct 9/13	Nov 10/07	Dec 11/08
Calls for Service	-	-	-	-	-	-	-	-	-	-	-	-
Timeframe	1/10	2/08	3/07	4/11	5/09	6/06	7/11	8/08	9/12	10/06	11/07	12/12
Homicide	0	0	0	0	0	0	0	0	0	0	0	0
Sexual Assault	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	1	1	1	3	0	2	1	1	1	2	0	2

Aggravated												
Assault	1	1	1	2	0	1	3	2	1	4	1	3
Burglary	2	0	0	4	0	0	0	0	5	4	1	3
Motor Vehicle												
Theft	0	0	0	0	0	1	0	1	0	0	0	0
Burglary - Auto	0	4	0	1	2	1	1	1	0	0	0	0
Theft	6	0	4	7	4	4	2	5	2	5	3	6
Arson	0	0	0	0	0*	0	0	0	0	0	0	1
Vandalism	0	0	0	0	3	3	3	1	3	6	7	5
<b>Total</b>	<b>10</b>	<b>6</b>	<b>6</b>	<b>17</b>	<b>9</b>	<b>12</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>21</b>	<b>12</b>	<b>20</b>
<b>Calls for Service</b>	<b>342</b>	<b>267</b>	<b>238</b>	<b>288</b>	<b>210</b>	<b>264</b>	<b>158</b>	<b>184</b>	<b>339</b>	<b>339</b>	<b>123</b>	<b>299</b>