



# CITY OF LONG BEACH

# R-21

OFFICE OF THE CITY MANAGER

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October 21, 2014

HONORABLE MAYOR AND CITY COUNCIL  
City of Long Beach  
California

## RECOMMENDATION:

Receive and file the Downtown Long Beach Parking and Business Improvement Area; approve the proposed budget for Fiscal Year 2015 (FY 15); and authorize the City Manager to execute a contract with the Downtown Long Beach Associates for the period of October 1, 2014 through September 30, 2015. (Districts 1 and 2)

## DISCUSSION

Downtown Long Beach Associates (DLBA) has three established sources of revenue that pass through the City to the organization. These include business operator assessments, property owner assessments and downtown parking meter revenue sharing. This recommended action relates to business operator assessment funds that are used to promote and market downtown Long Beach on behalf of businesses located in the Downtown Long Beach Parking and Business Improvement Area (DLBPBIA). The City Council approves the property owner assessment separately.

The proposed contract with DLBA requires the City to transmit all DLBPBIA assessment funds collected from downtown businesses to the DLBA every other month. This City Council action estimates DLBPBIA assessment revenue of \$604,006 for the contract period of October 1, 2014 through September 30, 2015 (attached). The DLBA Board voted on April 16, 2014 to raise assessment rates one and one-half percent (1.5%) per the allowed CPI adjustment. The DLBA will provide quarterly reports to the City on expenditures and submit an annual report summarizing FY 15 activities.

This matter was reviewed by Deputy City Attorney Amy Webber on September 18, 2014 and Budget Management Officer Victoria Bell on September 30, 2014.

## TIMING CONSIDERATIONS

The DLBA contract year begins on October 1, 2014. City Council action is requested on October 21, 2014 to allow FY 15 assessment transfers to be made in accordance with the City's contract with DLBA.

FISCAL IMPACT

It is estimated that the DLBPBIA will generate \$604,006 through the continuation of the existing assessment. Sufficient funds are budgeted in the FY 15 Parking and Business Area Improvement Fund (SR 132) in the Public Works Department (PW) to support these pass-through payments. The FY 14 assessment revenue will fully offset the proposed allocation. Approval of this recommendation will provide continued support to the local economy.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,



MICHAEL P. CONWAY  
DIRECTOR OF ECONOMIC AND PROPERTY DEVELOPMENT

MPC:VSG:jf

Attachments: Downtown Long Beach Parking and Business Improvement Area FY 2015 Annual Report

APPROVED:

  
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PATRICK H. WEST  
CITY MANAGER



## **BUDGET NARRATIVE**

# **FY2014-15**

**Approved by the DLBA Board of Directors  
August 20, 2014**

**REVENUE  
FY 2014-2015**

**DPIA:** Downtown Parking Improvement Area (DPIA) self-assessment fees collected through business licenses from Downtown businesses within Downtown Long Beach. The current annual assessment for 2014-15 is approximately \$415.46 per business and \$6.99 per employee, and for Service Based Independent Contractors \$285.33 per business and \$4.84 per employee. **\$604,006**

**PBID:** Property Based Improvement District (PBID) self-assessment fees collected through County of Los Angeles from property owners within a geographical boundary in Downtown Long Beach. The assessment methodology is based on the parcel and building square footage, and linear footage of the property and the level of services rendered to the benefit areas. **\$2,268,867 (gross)**

Category	Actual Rates 2014/15	
	Standard	Premium
Frontage	10.033953600675200000	16.207744429907600000
Lot + Building (Com/Gov)	0.043793926788424300	0.048108679606359500
Lot + Building (Parking)	0.028635223056473000	0.032949975874408100
Lot + Building (Non-Profit/Residential)	0.013476519324521700	0.017791272142456900

**SUCCESSOR AGENCY (RDA)** Funds contracted with Successor Agency for the Redevelopment Agency (RDA) for Marketing, Economic Development, Capital Improvement programs and personnel. **\$350,000**

**PARKING METERS:** Income from parking meter revenue-sharing program (50% net) approved by City Council in FY 2004-05. **\$370,000**

**TICKET / VENDORS:** Funds collected through ticket sales, sponsorships and vendor reservations to help offset costs incurred by the DLBA for special events. **\$546,000**

**CONTRACT/ MISC** Revenue from Clean Team Contract Services funded and provided above and beyond the levels mandated in the PBID Management Plan (e.g., Restroom Host at Long Beach Transit Information Center and Rent reimbursement from Clean and Safe Teams). **\$208,683**

**ALLOCATED RES.:** Three-month PBID carry-forward deferred revenues. **\$562,567**

**TOTAL REVENUE** **\$4,910,123**

## **EXPENSES**

### **FY 2014-2015**

The DLBA is the non-profit management organization empowered by the Long Beach City Council to manage two Downtown Business Improvement Districts (BIDs). The Downtown Parking Improvement Area (DPIA) is supported through a special assessment established by business owners, while the Property Based Improvement District (PBID) is sustained with the contribution of the commercial and residential property owners within the District.

#### Personnel

To support the programs and services provided by the BIDs, the DLBA administrative team consists of the following:

- President and Chief Executive Officer is to lead, facilitate and motivate personnel to accomplish all DLBA objectives as outlined in the mission statement and the PBID Management Plan. Subject to the direction of the Board of Directors, the President and CEO supervise and direct the day-to-day business and management of the organization and the BIDs.
- Operations Manager is responsible for managing the Clean and Safe Programs and is involved in community outreach programs to address the quality of life.
- Residential Coordinator communicates with residents, meet regularly with HOAs and neighborhood associations, represent residential perspectives, and troubleshoot residential issues related to the PBID's environmental services that include cleaning, safety and beautification.
- Communications Manager is responsible for all internal and external communication and develops communications protocol and best practices for DLBA, coordinating with departments and community partners.
- Marketing and Special Events Manager's primary objective is to increase awareness and enhance the image of Downtown Long Beach by promoting existing infrastructure and developing new business and customer markets. Responsible for the supervision of all DLBA special events, including sponsorship. Also provides technical assistance to outside organizations and individuals that produce events within the District.
- Marketing Coordinator is responsible for assisting the Marketing Manager on all DLBA marketing efforts including special events and sponsorship.
- Economic Development Manager establishes strong working relations with downtown business and property owners, financial institutions, commercial brokers, developers and local economic development officials to advance downtown interests. Responsible for business recruitment and retention efforts.

- Economic Development Coordinator is responsible for gathering, analyzing, and cataloging Downtown real estate information to support business recruitment and for providing assistance to Economic Development Manager
- Placemaking Manager is responsible for working with community partners to create an environment that attracts and retains investment in Downtown Long Beach by developing and managing improvements that enhance the visual appearance and connectivity of Downtown.
- Executive Assistant coordinates all administrative functions, which maximize the operating efficiency of the organization. Also motivates staff to operate efficiently and achieve organizational objectives.
- Administrative Assistant supports all departments in the daily administrative and clerical duties.

All salary, taxes and benefits are proportionally shared with all departments based on allocated time by the DPIA and the PBID, except for the Residential Coordinator (100% PBID).

## **GENERAL ADMINISTRATION**

**\$526,928**

General administration expenses include office rent, telephones, computers, office equipment lease, office supplies, postage, general insurance, professional services (including legal and annual audit fees), utilities, depreciation, taxes, accounting services (contract with a private firm), employee recruitment, bank charges, and outside support (temporary staffing as needed).

## **ADVOCACY**

**\$80,000**

The DLBA is the leading voice for the Downtown residential and business community and plays a critical role in establishing and achieving objectives set forth by its stakeholders. The DLBA manages Committees, has established Committees, and conducts regular meetings to better serve stakeholders and ensure the quality of life in the central business district. It also acts as a liaison between the residential and business community and many city departments and council offices.

Advocacy expenditures may include conducting workshops and orientations, costs for professional dues and subscriptions, participating in industry-related seminars and conferences or civic events, and Board contingency.

## **PUBLIC REALM**

**\$440,263**

The public realm is one of Downtown Long Beach's most important distinguishing characteristics. Our streets, sidewalks, parks and plazas set the tone for someone's experience in Downtown. The Public Realm Department, under the advisement of the

Public Realm Committee, is responsible for developing and supporting capital improvement projects in accordance with the PBID Management Plan, which stipulates that the Special Project funds generated from assessments within the Standard and Premium service areas should support improvements that enhance the visual appearance of Downtown.

- **Capital Improvement Projects**

Capital Improvement Projects provide physical improvements to streets, sidewalks, parks and plazas with the purpose of creating an attractive, functional and safe environment. Projects of this type include public parklets, wayfinding, streetscape furnishings and improvements, pet waste stations, and other improvements intended to enhance the pedestrian experience in Downtown. The DLBA also engages in public-private partnerships to finance, develop, and maintain green spaces, plazas, and streetscapes.

- **Beautification**

Beautification projects consist of ongoing efforts that enhance the appearance of the streetscape. Projects of this type include:

- Lighting and lighting maintenance
- Landscape and landscape maintenance
- Seasonal Banners
- Holiday Décor

- **Placemaking Grants**

The intent of the Placemaking Grant Program is to identify and provide funding to associations, organizations or entities interested in making physical enhancements to Downtown by improving public safety, expanding accessibility, and beautifying the Downtown area.

- **Public Space Activation**

Activating underutilized areas by turning them into attractive, comfortable, and social public spaces can be effective in remaking a public space, often quickly and cheaply, while calling attention to the need for improved urban design on a larger scale. Projects of this type may include:

- Strategically placing furniture in areas that are either void of social activity or those that are rich with life, but lack comfortable places to sit
- Mobile kiosks that provide information to Downtown visitors
- Mobile park installations, such as those fashioned from custom dumpsters, with the purpose of adding more neighborhood green space
- Semi-permanent park spaces and structures that facilitate public markets, micro-retail opportunities, and other temporary programs designed to activate underutilized parcels of land before a permanent building is possible

- **Community Engagement/Planning**

Providing a means for stakeholder input into the development of Public Realm projects help ensures that projects are designed and programmed to meet the ongoing needs of the community. The DLBA is also involved in advocacy activities that support and facilitate better pedestrian environments, stronger connectivity between key destinations, new mixed use development, and other projects and programs that support the goals of the Strategic Plan. Efforts of this type include:

- Working with local and regional partners in building broad-based support for changes to policies and/or regulations that are obstacles to realizing a pedestrian friendly Downtown
- Stakeholder outreach to obtain input regarding public and private development projects proposed in Downtown
- Sponsor or support of visioning exercises, and transportation and land-use planning studies
- Collateral such as infographics, maps, and how-to-guides that inform and educate Downtown residents, business owners, and visitors
- **Professional Development/Conferences**  
DLBA Staff will periodically take part in educational activities and networking events to advance the goals of the Strategic Plan as relates to the Public Realm. This includes staff membership to organizations, attendance of conferences, and speaking engagements.

## MARKETING

**\$218,172**

The DLBA Marketing Department, under the advisory of the Marketing and Communications Committee, is dedicated to increasing the awareness for and enhancing the image of Downtown Long Beach. This is achieved through year-round promotions, publishing a monthly e-newsletter, implementing and sustaining media relations activities, maintaining an informative and user-friendly website, and a wide variety of advertising programs and collateral materials.

- **Advertising & Promotions**  
Advertising is essential to communicating all Downtown Long Beach has to offer. In efforts to maintain top-of-mind awareness within the community, the DLBA needs to maintain an advertising budget in support of different advertising opportunities that present themselves throughout the year. This will also include programs promoting Downtown businesses and DLBA collateral including the Holiday Gift Guide, Downtown by Bike Map and Happy Hour in Downtown LB.
- **Communications: Stakeholder Outreach and Public Relations**  
On-going communication with the various audiences served by the DLBA, including Downtown stakeholders, residents, visitors, employees and media, is of extreme importance. To that end, the DLBA will communicate consistently with postcards, flyers, mailings, social media, website, earned media, and other outreach methods as set forth in the organizations Communications Plan.
- **Annual Report**  
The DLBA Annual Report serves to highlight the accomplishments and measurable results from each of the departments with the organization. Produced on an annual basis, the report contains brief descriptions of the DLBA programs initiated within the past Fiscal Year and also provides financial summaries. The Annual Report will be distributed to all local officials, partners and key stakeholders. It will also be available for download via the DLBA website.
- **[www.downtownlongbeach.org](http://www.downtownlongbeach.org)**



The DLBA's website is a valuable tool for the dissemination of both consumer and business information to interested parties. The website averages approximately 40,000 hits per month, serving more than 12,000 users. The continual update and progress of this site is integral to its success.

## **SPECIAL EVENTS**

**\$985,358**

Special Events offer an exciting means of attracting and generating increased foot traffic to the central business district. Through creating and supporting opportunities for people to experience the urban energy and appeal of the Downtown area, the DLBA can demonstrate its initiative and commitment to enhancing the environment. The goal of the Special Events Department, under the direction and leadership of the Marketing and Communications Committee, is to manage and centralize all aspects involved with the DLBA's special events programs, including planning and execution in addition to providing technical assistance to outside organizations and individuals that produce events in the Downtown.

- **Celebrate Downtown**

The 10th annual signature event will be open to all stakeholders as an opportunity to honor downtown partners, as well as highlight the DLBA's accomplishments and programs for the year.

- **New Year's Eve on Pine**

The DLBA will produce this iconic event in two parts. One is a family-friendly component at the Waterfront, including free children's entertainment. The second is an outdoor concert on Pine Avenue, featuring live music and other festive activities. The event will expand to an additional block on Pine Avenue and add an exciting headliner that will put Downtown Long Beach on the map as a New Year's Eve destination.

- **Long Beach Bicycle Festival**

The DLBA will continue to put an emphasis on celebrating bike-friendly Long Beach, on the heels of a successfully redesigned Bike Fest in 2014. New partnerships emerged including Wolfpack Hustle and Bikeable Communities which produced exciting elements including the Crit and City Cross Obstacle course. Along with craft beer, vintage bikes and live Long Beach bands, this event has something for everyone and represents the true heart of Long Beach.

- **Thunder Thursday on Pine**

The DLBA will produce the 17th Annual Thunder Thursday on Pine, the official kick-off party to the Toyota Grand Prix of Long Beach. Held on Pine Avenue between 1st Street and 3rd Street, this free event will feature a motor cross demonstration, motorcycle stunts, live music, and a static car display.

- **Summer And Music (SAM) Series**

The 7th Annual Summer and Music (SAM) series will feature local and regional acts, while activating all the major areas of the Downtown throughout the summer.

- **Taste of Downtown Series**

The DLBA will produce a series of three Taste of Downtown events, inviting visitors and residents to enjoy sample-sized portions of signature dishes from restaurants in the Waterfront, East Village Arts District and Pine Avenue neighborhoods. The addition of a beer & wine garden, and exciting new Downtown restaurants has led to an increase in attendance and revenue.

- **Promenade Beer and Wine Festival**

The DLBA will produce the 2<sup>nd</sup> annual Beer & Wine Festival in support of the growing beer and wine businesses throughout Downtown. The event will include beer and wine sampling, food tastings from Downtown restaurants and live entertainment.

- **New or Pop-Up Event**

As new ideas emerge throughout the year, this allowance will provide flexibility to implement a new event or expand an existing event. An example was the quick production of the World Cup on Pine Avenue in 2014.

## **ECONOMIC DEVELOPMENT**

**\$466,475**

Under the direction of the Economic Development Committee, the Economic Development Department fulfills the role of leading, managing, and collaborating on Downtown initiatives, issues, and programs related to economic development (ED). ED is responsible for carrying out key economic development strategies of assisting and retaining existing businesses, attracting retail and other employment-generating businesses, researching and reporting on Downtown's economic and demographic trends, as well as broadening Downtown's local, regional and national visibility. This program overview is augmented by the 2014-2015 Economic Development Strategic Plan (Appendix 1).

## **BUSINESS RECRUITMENT AND DEVELOPMENT**

Continuing a historical core responsibility, the ED Department will provide ongoing as well as targeted assistance to potential businesses, including business recruitment activities.

- **Strategic Recruitment Services**

ED staff will continue meeting with prospective businesses and engage in targeted recruitment efforts such as business visits and downtown site selection/relocation tours.

- **Downtown Entrepreneur Grant Program**

A new grant program, tentatively titled the Downtown Entrepreneur Grant, will target entrepreneurs throughout Southern California considering opening their first brick-and-mortar location. Utilizing non-assessment funds specified for recruitment, the new grant opportunity will provide an incentive to such

businesses to open in Downtown Long Beach. A community-based group of stakeholders and partners will help refine the program, leverage services and resources for greater grant package value, and select the grant recipients.

- **ED Advertising**

The ED advertising campaign will continue to utilize the most effective and popular real estate trade journals and other vehicles for driving ED messaging. Expanding beyond traditional advertising, it also uses Public Relations to deliver certain messages through earned media.

- **Grand Opening Assistance**

ED will support new businesses by providing grand opening assistance, including advice, marketing support and new business banners.

### **BUSINESS RETENTION AND EXPANSION**

Similar to ED's recruitment services, assistance for existing businesses is also a core part of the department's focus. Business retention support includes consulting with existing businesses to recommend strategies for improving or enhancing business health and operations, coordinating with local agencies and entities such as Small Business Development Council, City of Long Beach, Long Beach Chamber of Commerce, and assisting with permitting and site selection as needed.

- **Surveys and Data Collection**

Programming will focus on expanding the department's available set of data and information through surveys of Downtown users, residents and office workers to understand and communicate existing and new economic opportunities.

- **Data Purchase and Subscriptions**

Key data purchases/subscriptions will focus on real estate site selection and brokerage tools such as Loopnet and ESRI for updated information on expiring leases.

### **OUTREACH**

ED will devote greater energy and programming resources to increasing the visibility of the ED Department, the DLBA and Downtown Long Beach through strategic sponsorships of and participation in numerous local, regional and national events, as well as activities targeting the local Long Beach commercial real estate and business communities.

- **Real Estate Owner and Investor Events**

The DLBA will again host a large-scale event targeting business recruitment efforts, partnering with regional real estate organization Bisnow. ED will also convene an annual gathering of major downtown office building owners to foster greater understanding of respective roles and ambitions for Downtown.

- **Business Seminars**

Additional events will target business retention, focusing on business trends and featuring renowned panelists to attract a large number of attendees.

- **Broker Mixers**

Continuing successful events from previous years, ED will organize and host a series of mixer events such as the Grand Prix mixer for the commercial real estate community.

- **Conference Attendance**

In addition to maintaining prior participation in events such as ICSC and IDA/CDA, ED will focus on economic development-oriented events and sponsorships.

- **Memberships and Professional Development**

ED staff will also participate in a range of professional development and conference activities to engage with downtown and industry-specific audiences and stay current on best practices.

## **PROJECTS AND PUBLICATIONS**

To facilitate specific, time-sensitive and/or long-term projects and programs, the ED Department will utilize a newly-created programming resource. For FY 2014-2015, ED will continue and expand a suite of resources aimed at communicating Downtown's assets and opportunities for recruitment and retention purposes.

- **Recruitment Collaterals**

Recruitment collaterals such as tenancy maps, available space brochures, and district and industry profiles will be produced on an ongoing basis to ensure an up-to-date suite of materials and information.

- **New Business Kit**

A new business kit will similarly prepare new and prospective businesses with user-friendly necessary information related to business license, permitting and resources.

- **Economic Profile**

ED will continue the production of the Downtown Economic Profile, highlighting various data, trends, and forecasts related to economic investment, growth, and potential in Downtown Long Beach.

- **ED Website**

ED will also continue to enhance the [www.downtownlbbusiness.com](http://www.downtownlbbusiness.com) website, with photographs and GIS-search capability for the retail site search function, as well as incorporate updated district/neighborhood profile information.

## **OPERATIONS**

**\$1,557,644**

Under the direction of the Public Safety Committee, the Operations Department is dedicated to the security and maintenance of the 85-block property-based assessment district in the Downtown via the Downtown Clean Team and Safe teams.

### **DOWNTOWN CLEAN TEAM PROGRAM/PERSONNEL**

The Clean Team ensures the central business district remains attractive, clean and appealing for visitors, employees and residents. In order to consistently deal with maintenance issues, a multi-dimensional approach was developed consisting of: sidewalk maintenance, graffiti removal, pressure washing, trash collection, landscape maintenance, paper sign and handbill removal, and maintenance problems requiring third party intervention. The Clean Team provides service as mandated by the PBID Management Plan as well as contracted services outside of the PBID scope which are funded through compensatory revenue and not PBID revenue. An example of contract service is the agreement between the DLBA and the Long Beach Transit Information Center to provide restroom host service.

- **Sidewalk Maintenance**  
Uniformed, radio-equipped personnel sweep litter, debris and refuse from sidewalks and gutters within the District.
- **Graffiti Removal**  
The Clean Team removes graffiti by using solvents and pressure washing. The District maintains a zero tolerance graffiti policy. All tags will be removed within 24 hours of notification. For those tags that the Clean Team is unable to remove, a list is sent via fax to the Graffiti Abatement Team with the City of Long Beach, which sends a graffiti removal team out.
- **Sidewalk Pressure Washing**  
Pressure washers service 16 to 20 blocks per day, five days a week. The District standard is to have all sidewalks cleaned every six weeks, with Premium areas cleaned weekly.
- **Landscape Maintenance**  
Tree wells and planters are maintained and kept free of litter and weeds.
- **Paper Sign and Handbill Removal**  
Paper signs and handbills that have been scotch-taped or glued on public property, utility boxes, poles and telephones are removed by hand or when necessary, by high pressure washing.
- **Maintenance Problems Requiring Third Party Intervention**  
Problems are monitored that create blighted or unsafe conditions in the District, but are outside of the jurisdiction of the DLBA personnel to repair. Requests are made to the responsible party for repair. Types of problems include blocked or damaged sewers or drains, damaged sidewalks, streets, and/or alleys, non-operating street lights, damaged or missing street signs, etc.

## **DOWNTOWN SAFETY GUIDES PROGRAM/PERSONNEL**

The Downtown Safety Guides support the Long Beach Police Department (LBPD), property owners and tenants in overall crime prevention efforts and reduction in neighborhood street disorder, while offering customer service to pedestrians. They provide highly visible neighborhood security and are intended to supplement, not replace individual building security and the LBPD. They also assist with quality of life issues, and participate in outreach programs.

- **Integration with the LBPD**

The Downtown Safety Guides work closely with the LBPD and integrate the District security program with that of the LBPD, whose officers are active in the development and training of the Safety Guides. The lead Safety Guide on each shift carries and monitors a LBPD radio to ensure good communication.

- **Bicycle Patrol**

Bike Patrols deter aggressive panhandling and other unsuitable street behavior. Their presence is a deterrent to theft and burglary from motor vehicles; however the service does not completely prevent these crimes. They also deter and report illegal street vending, illegal dumping and street code violations. They handle a myriad of quality of life problems including: drinking in public, urinating in public, indecent exposure, trespassing, scavenging and shopping cart confiscation. They also perform goodwill gestures such as escorting employees, helping lost persons and giving directions. In addition, Bike Patrols assist with traffic control in case of accidents, fires or unusual occurrences.

- **Foot Patrol**

The Foot Patrol concentrates on the highest pedestrian-use corridors such as Pine Avenue, the Promenade, City Place and The Pike at Rainbow Harbor. The Foot Patrol has the same mission and receives the same training as the Bike Patrol.

- **Segway Patrol**

All Downtown Safety Guides are trained to use a Segway during their daily patrols. The Segways give Safety Guides an elevated perspective that allows greater visibility and better views of activity on the streets. The ease of mobility between the Downtown districts is greatly improved, allowing for quicker response time and more efficient travel between stops.

- **Homeless Outreach Specialist**

A Homeless Outreach Specialist has been added to the Downtown Safety Guide Team to provide street outreach to individuals experiencing homelessness and link them to local social service agencies.

## **RESIDENTIAL OUTREACH**

The DLBA Residential Coordinator oversees residential outreach services including clean and safe programs and participates in neighborhood association activities, serving as a

liaison between residents, the City of Long Beach, the business community and the DLBA.

- **Community Watch**  
Provides information and support to community organizations, homeowner associations and businesses choosing to form a Community Watch group.
- **Residential Outreach**  
The DLBA Residential Coordinator disseminates information relative to DLBA's programs and activities to individuals living in the Downtown.
- **City of Long Beach**  
Works with representatives from the First and Second Council Districts and City staff to address quality of life issues and assist residents with resolutions to a myriad of issues.
- **Lifestyle Web Page**  
Creation of new website content promoting Downtown Long Beach living and lifestyle, encouraging new residents to move to the district.
- **Friends of Lincoln Park**  
The DLBA Residential Coordinator works with the many partners involved in activating Lincoln Park to create a welcoming environment for all members of the Downtown community.

**PBID DELINQUENCY AND RESERVES** **\$635,283**

Three-month PBID carry-forward deferred revenues. 3% PBID Delinquency per PBID Management Plan.

**TOTAL EXPENSES** **\$4,910,123**