

January 4, 2022

C-9

HONORABLE MAYOR AND CITY COUNCIL
City of Long Beach
California

RECOMMENDATION:

Approve the Downtown Long Beach Parking and Business Improvement Area Annual Report continuing the annual business license assessment for the period of October 1, 2021 through September 30, 2022; and, authorize the City Manager, or designee, to extend the agreement with the Downtown Long Beach Alliance for a one-year term. (District 1)

DISCUSSION

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

The DLBPBIA was established by the City Council in 1973, allowing for the levy of an annual business license assessment to be paid by businesses located in the DLBPBIA. The City contracts with the DLBA to manage the DLBPBIA and the DLBA Board of Directors serves as the Advisory Board to the City Council on matters related to the DLBPBIA. The DLBA promotes and markets the DLBPBIA using funds generated through the DLBPBIA business license assessment.

The City's agreement with the DLBA for DLBPBIA funding requires that an annual report be submitted to the City Council by the DLBA. The DLBPBIA 2021-2022 Annual Report (Annual Report) describes boundaries, proposed activities, and budgetary information, as well as the method and basis for continuation of the assessment (Attachments A and B). The Annual Report proposes no change to the DLBPBIA boundaries or the method of levying the assessment and no significant change to proposed activities.

The Annual Report, transmitting the recommendations of the DLBA, proposes the following assessment rates:

Method of Assessment

DLBPBIA assessments are collected through business licenses from businesses within the DLBPBIA. The annual assessment is approximately \$476.07 per business and \$8.00 per employee, and \$326.96 per business and \$5.53 per employee for service-based independent contractors. There is no increase from Fiscal Year 2021.

This matter was reviewed by Deputy City Attorney Amy R. Webber and Budget Operations and Development Officer Rhutu Amin Gharib on December 6, 2021.

TIMING CONSIDERATIONS

City Council action is requested on January 4, 2022, so that Fiscal Year 22 (FY 22) assessment payments may be made as required by the Agreement for Funding with the DLBA. The new contract year began on October 1, 2021.

FISCAL IMPACT

It is estimated that the DLBPBIA assessment on business licenses will generate \$690,392 in FY 22 through the proposed continuation of the assessment. Assessment funds are collected by the City on behalf of the DLBA through additional fees and passed directly through to the DLBA for implementation of annual programs. This recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with existing City Council priorities. There is no local job impact associated with this recommendation.

SUGGESTED ACTION

Approve recommendation.

Respectfully submitted,



JOHN KEISLER
DIRECTOR OF ECONOMIC DEVELOPMENT

ATTACHMENTS: A - DLBPBIA 2021-2022 ANNUAL REPORT
B - DLBA 2021-2022 BUDGET

APPROVED:



THOMAS B. MODICA
CITY MANAGER



**DOWNTOWN
LONG BEACH
ALLIANCE**

2021-2022 Annual Report
Downtown Long Beach Property
Business Improvement District
and Downtown Parking and
Business Improvement Area

SUBMITTED BY DOWNTOWN LONG BEACH ALLIANCE TO THE
CITY OF LONG BEACH

October 14, 2021

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DISTRICT OVERVIEW

PBID & PBIA District Background

The Downtown Property and Business Improvement District (the “PBID”) was originally formed in 1998 pursuant to the Property and Business Improvement District Law of 1994 (the “PBID Law”). It was renewed for 10 years in 2003, and then renewed again in 2012 for an additional 10 years. Assessments for the PBID can be levied through and including Fiscal Year 2021/22.

The original formation and each subsequent renewal were approved by the City of Long Beach (the “City”) City Council following an assessment ballot protest proceeding including the tabulation of property owner protest ballots and a public hearing.

The City Council appointed the Downtown Long Beach Alliance (formerly the Downtown Long Beach Associates, hereafter referred to as the “DLBA”) to make recommendations to the City Council on the expenditure of revenues derived from the levy of assessments, the classification of properties, and the method and basis of levying the assessments. The PBID budgets and policies are recommended to the City Council by the DLBA Board, composed of property and business owners located within the PBID.

Established in 1973, the Downtown Parking and Business Improvement Area (PBIA) is assessed on business owners. DLBA is governed by its bylaws and its Management Plan, which was developed in 2012 as part of DLBA’s renewal with the City of Long Beach.

This Annual Report is prepared pursuant to Section 36650(a) of the PBID Law and includes any proposed changes to the PBID boundaries, benefit zone boundaries, the basis and method of levying the assessments, and any changes to the classification of property.

District Boundary

The PBID boundary developed by the formation engineer as outlined in the June 2012 Engineer's Report encompasses approximately 70 blocks of the core of Downtown Long Beach which is bounded roughly by:

- Shoreline Drive to the south, including the Pine Avenue Circle
- Golden Shore and Golden Ave to the west
- Alamitos Avenue to the east.
- To the north, 3rd Street in the western part of the PBID, 8th Street in the central part and 4th Street in the eastern part.

In general, the boundary includes approximately 60 "whole blocks", the remainder includes portions of blocks. The properties within whole blocks have all their street frontages included in the activities, i.e., all four street frontages. The properties within a portion of a block have only the street frontage of the property included in the PBID boundary that receives the PBID activities.

The PBIA boundary includes the PBID area and extends to the following borders:

- Shoreline Drive to the south, including the Pine Avenue Circle and Shoreline Drive
- Golden Shore to the west
- Alamitos Avenue to the east
- 10th Street to the north

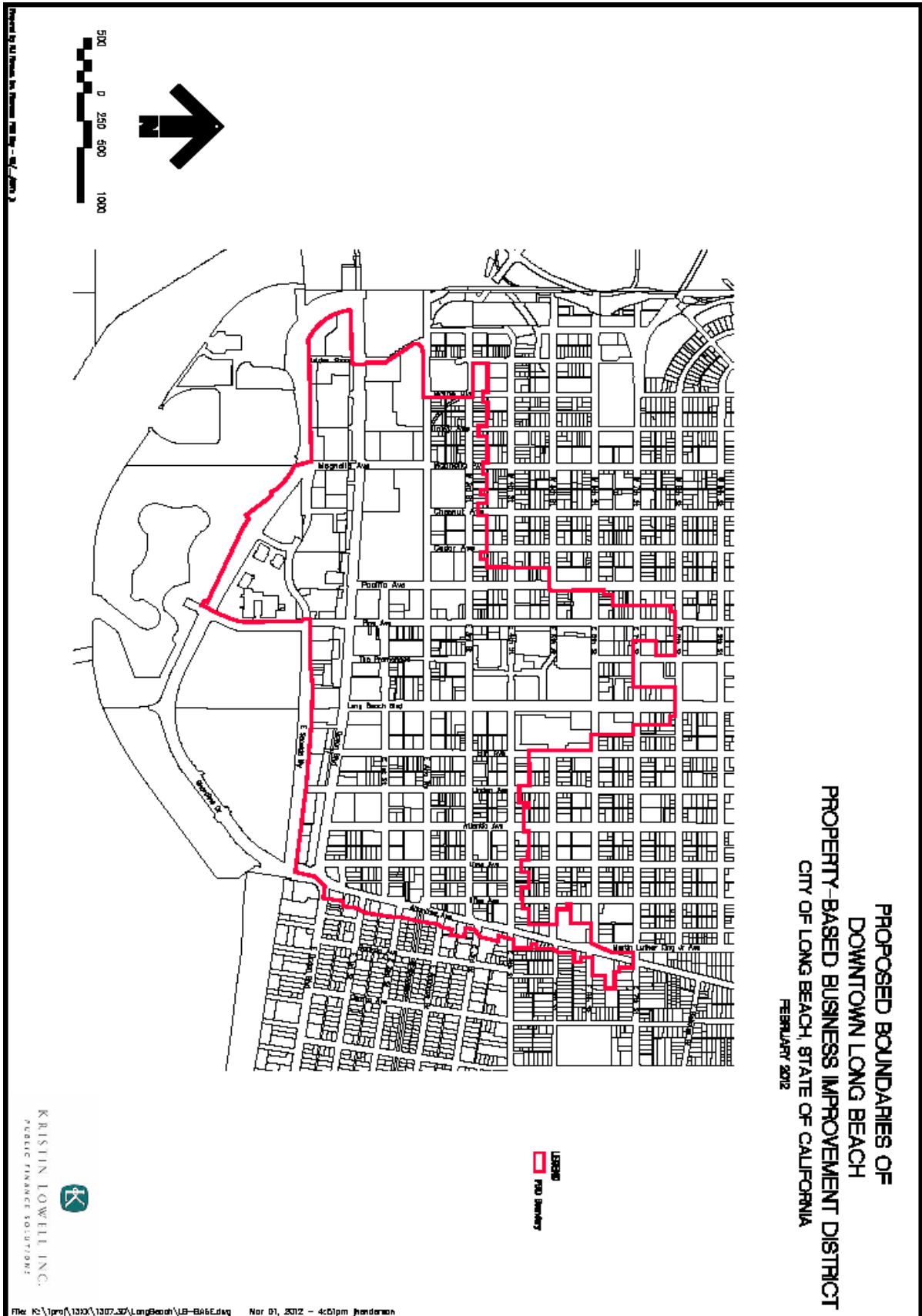
Benefit Zones

Two benefit zones were created to reflect two different levels of service in the PBID. The deployment and frequency of clean and safe services in the Premium Zone will be greater than the deployment and frequency of clean and safe services in the Standard Zone. The benefit zones are delineated as follows:

Premium Service Zone includes most blocks in the central portion of the PBID bounded by Long Beach Boulevard to the east, 6th Street to the north, Pine and Pacific Avenues to the west and Ocean Boulevard to the south.

Standard Service Zone includes much of the western portion of the PBID bounded roughly by Pacific Avenue, 3rd Street, Golden Shore, Shoreline Drive and Ocean Boulevard. To the east, the standard zone is roughly bounded by Elm Avenue, 4th Street, Alamitos Avenue and Ocean Boulevard.

Maps of the district boundary and the benefit zones are provided on the following pages.



**PROPOSED BOUNDARIES OF
 DOWNTOWN LONG BEACH
 PROPERTY-BASED BUSINESS IMPROVEMENT DISTRICT
 CITY OF LONG BEACH, STATE OF CALIFORNIA
 FEBRUARY 2012**

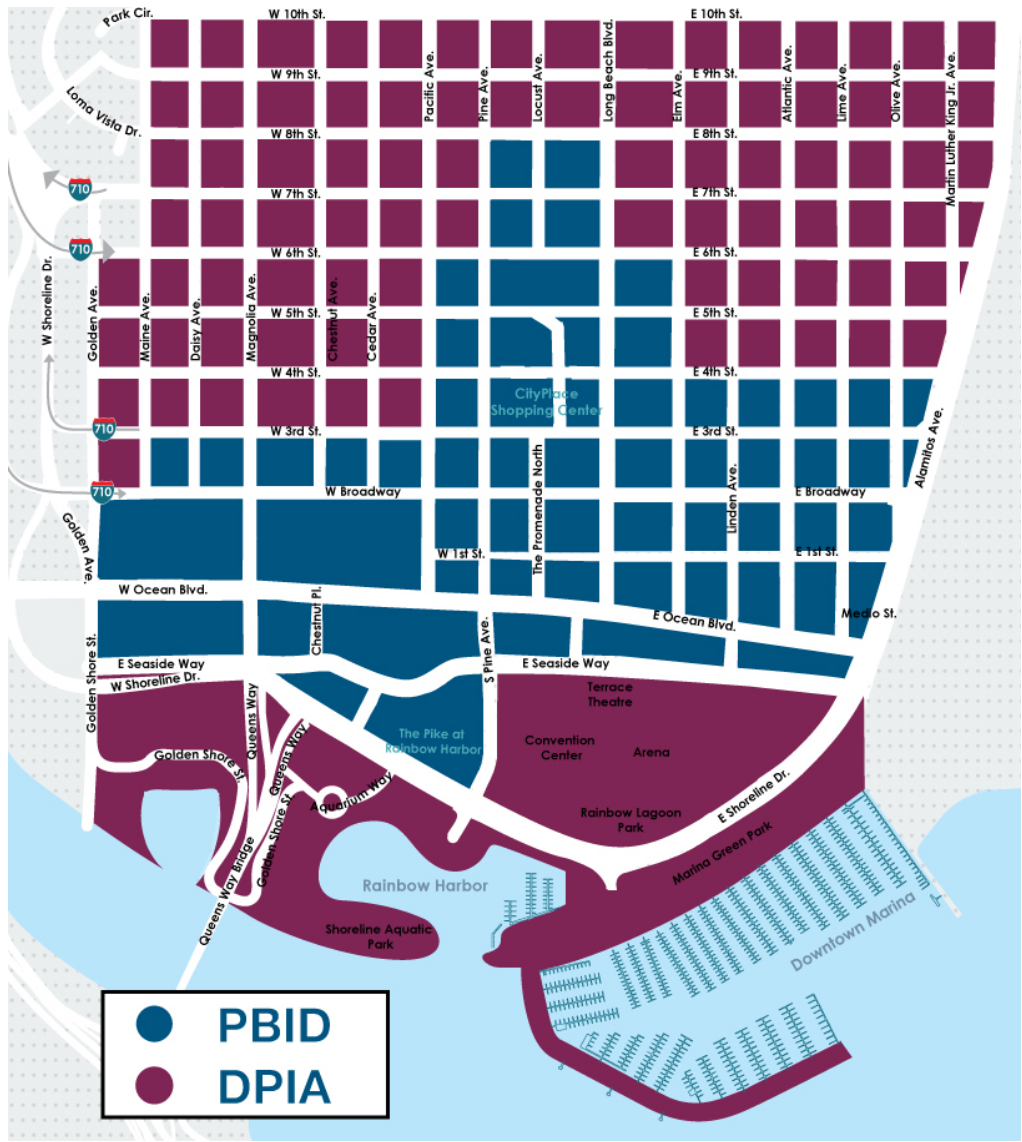
KRISTIN LOWELL INC.
 PUBLIC FINANCE SOLUTIONS

File: K:\proj\1022\1007_37\LongBeach\LB-BBIE.dwg Nor 01, 2012 - 4:01pm jhendman

Proposed PBID Boundaries & Benefit Zones



Downtown Long Beach PBID Management Plan FINAL



DLBA Advisory Board

Alan Pullman
Alan Burks
Allison Kripp
Amy Chambers
Bob Kelton
Cameron Andrews
Councilmember Cindy Allen
Debra Fixen
Denise Carter
Diane Arnold
Don Darnauer
Graham Gill
Griselda Suarez
Isidro Panuco
Jeremy Harris
John Keisler
Laurie Gray
Loara Cadavona
Councilmember Mary Zendejas
Michael Vitug
Mike Gold
Monica Garrett
Pat Welch
Sam Pierzina
Scott Apel
Sean Rawson
Sheva Hosseinzadeh

METHOD OF ASSESSMENT

Assessments for the PBID are calculated using the methodology developed by the formation engineer as outlined in the June 2012 Engineer's Report. Assessments are computed using five property characteristics: land use type, benefit zone, linear frontage, lot square footage, and building square footage. Each assessable parcel is categorized into one of the following land use types: Commercial, Government, Residential, Non-Profit, and Parking. Per the formation engineer's report:

"Each residential condominium will be assessed based upon its unit gross building square footage and a pro rata share of building lot square footage and frontage based upon the size of the condominium in relation to the gross square footage of the building.

For properties with frontage on both premium and standard zones, linear frontage will be allocated to each zone, and lot plus building square footage rates will apply to the zone fronting the address side of the building."

After each parcel is categorized into its proper land use type, linear frontage, lot square footage and building square footage are determined and those values are multiplied by the assessment rates shown below to determine the total assessment.

The Downtown Parking and Business Improvement Area (PBIA) self-assessment fees are collected through business licenses from Downtown Long Beach businesses within Downtown Long Beach (DTLB). The annual assessment is approximately \$476.07 per business and \$8.00 per employee and for service based independent contractors \$326.96 per business and \$5.53 per employee.

Current Year Actual PBID Assessment Rates

For 2021/22, the PBID Board approved an assessment rate increase of 3%. As such, the actual assessment rates for 2021/22 are 3% greater than the actual 2020/21 assessment rates.

Category	Actual Rates 2021/22	
	Standard Zone	Premium Zone
Frontage	12.4967164339	20.1858204885
Lot + Building (Com/Gov)	0.0545428359	0.0599166142
Lot + Building (Parking)	0.0356635357	0.0410373140
Lot + Building (Non-Profit/Residential)	0.0167842355	0.0221580139

Current Year Maximum PBID Assessment Rates

The maximum assessment rates increase each year by 5% over the prior year's maximum assessment rates. The actual assessment rates in any year may be less than or equal the maximum assessment rates. The actual assessment rates cannot exceed that year's maximum assessment rates.

Category	Maximum Rates 2021/22	
	Standard Zone	Premium Zone
Frontage	15.0352123428	24.2862274234
Lot + Building (Com/Gov)	0.0656222876	0.0720876578
Lot + Building (Parking)	0.0429079779	0.0493733481
Lot + Building (Non-Profit/Residential)	0.0201936682	0.0266590384

PBIA Assessment Rates

DLBPBIA assessments are collected through business licenses from businesses within the DLBPBIA. The annual assessment is approximately \$476.07 per business and \$8.00 per employee, and \$326.96 per business and \$5.53 per employee for service-based independent contractors. There is no increase from Fiscal Year 2021.

Proposed Changes

PBID

For 2021/22, the PBID Board approved an assessment rate increase of 3%. As such, the actual assessment rates for 2021/22 are 3% greater than the actual 2020/21 assessment rates. There are no proposed changes to the boundaries, the benefit zones, or the assessment methodology of the PBID.

PBIA

The DLBA Executive Committee and Board of Directors annually review the City of Long Beach's CPI percentage change to its business license fees and determine any adjustments to the PBIA assessments as part of the business license. The PBIA rate adjustments has no cap or restrictions and its adjustments are applied annually on July 1. Per Long Beach Municipal Code (LBMC) 3.80.451, the City of Long Beach business license fees under Title 3 of the Long Beach Municipal Code will be adjusted pending City's decision. Based on the City of Long Beach action, the DLBA Board of Directors

approved Downtown Parking and Business Improvement Area (DPBIA) adjustment of 3.0%, consistent with annual adjustments on business licenses made by City of Long Beach effective July 1, 2020. There are no proposed changes to boundaries or assessment methodology.

BUDGET

District Budget

The District budget for Fiscal Year 2021/22 has been submitted to the City Council and is, by reference, made part of this report. In accordance with the District's PBID Management Plan, budgeted costs of \$2,814,275 (net of 3% delinquency and 3 months revenue to conclude calendar year) will be recovered. Also, in accordance with the Management Plan, reserve funds (the aforementioned 3% of the anticipated revenue) will supplement any difference between the anticipated revenue and the actual revenue collected throughout the course of the fiscal year.

The budget approved by the DLBA Board estimated gross assessment revenue of \$2,954,452 for 2020/21. However, due to parcel changes and adjustments to parcel characteristics, the actual 2020/21 assessment levy is approximately \$2,915,120. The difference is approximately \$39,330.

See Section 7 for a detailed listing of current year assessments.

Surplus or Deficit Carryover

The District will undergo an independent audit upon the conclusion of Fiscal Year 2020/21 on September 30, 2021. The audit should be completed by December 2021. Surplus or deficit carryover information will be available upon completion of the audit.

General Benefit

The formation engineer estimated the general benefit of the PBID improvements and activities to be 1%. Thus 1% of the budget must be funded from sources other than assessments.

Contributions from Other Sources

Other sources will include revenue from DPBIA, Event Ticket Sales and Contract Services. The DPBIA budget is solely funded by assessments on business owners.

DOWNTOWN LONG BEACH PROPERTY AND BUSINESS IMPROVEMENT DISTRICT

2021 – 2022 Program

The improvements and activities described in this Section are those developed by the DLBA and the formation engineer as outlined in the June 2012 Engineer's Report.

Environment Activities

PBID "Environment" activities and improvements are intended to improve commerce and the quality of life by making each individual assessed parcel safer, cleaner and more attractive which will encourage investment dollars downtown and generate additional pedestrian traffic. Environment activities specially benefit each individual assessed parcel, including commercial, government, parking structures, non-profits and residential. The special benefit to each individual assessed parcel from these activities is that a safer and cleaner environment will increase commercial activity, which directly relates to increase in lease rates and customer usage, and a safer and cleaner environment for its residents.

Clean and Safe Program

Downtown's clean and safe program was developed following the creation of the PBID in 1998.

Objectives in managing the program include:

- Deploy a Clean and Safe program that will make a visible, tangible and lasting impact.
- Document existing City services and ensure that PBID-funded services are supplemental to, and do not replace, existing City services.
- Ensure that the program is properly capitalized, and that additional funding will not be required once the PBID is created.
- Provide flexibility in the modeling of the program so that the PBID can either create its own in-house program or contract with private firms.

To meet these objectives, uniformed Clean Teams have been deployed throughout downtown to remove litter and graffiti, steam clean sidewalks and maintain furniture in public places. Safety Guides provide an emphasis on public safety and have been effective at deterring nuisance crimes, providing hospitality services to downtown tenants, visitors and residents and connecting the district's homeless population to available resources. Recent yearly achievements of PBID funded Clean Team and Safety Guide crews include:

- Pressure washing of more than 36.5 million square feet of sidewalks
- Removal of 8,300 graffiti tags and stickers
- Over 96,000 pounds of trash were collected
- Over 9,600 pounds of weeds were removed
- Safety Guides made more than 5,000 business contacts
- Safety Guides provided 30,000 hospitality assists,
- Clean and Safe gave directions to 9,400 individuals, parking info to 1,400 and Metro/Transit info to 3,100
- Safety Guides had service contacts with 4,800 homeless individuals

The PBID continuation work program anticipates ongoing deployment at the following frequencies:

Clean Team	
Hours of Deployment per Week	485
Weekly F.T.E.	12.1
Average Weekly Coverage	7 days/week
Litter Removal/Pan & Broom	Daily with peak night service in the Premium Area
Machine Sweeping	Daily All Downtown - Higher Frequency in Premium Area
Pressure Washing: Standard	Once Every 4 to 6 Weeks
Pressure Washing: Premium	Weekly
Graffiti Removal	Daily as Needed
Light Landscape/Weeds	As Needed
Emergency cleaning	As Needed
Maintenance of PBID funded beautification elements	As Needed

Safety Guides	
Hours of Deployment per Week	540
Weekly FTE	13.50
Coverage in All Areas	12 to 16 hours
Coverage in Premium Areas	12 to 16 hours plus late night on weekends
Foot Patrol	Premium Area Only
Bike & Segway Patrols	Daily All Downtown
Visitor Services, Safety Escorts, Motorist Assist, Homeless Outreach	Daily All Downtown

Deployment of Clean and Safe Services: Clean and safe services are deployed in each of two “benefit zones” within the PBID:

Premium Service Zone: The Premium service zone includes areas of highest pedestrian activity where demands for clean and safe services are greatest. This area includes the most significant activity generators within the boundaries of the district, including City Place retail center and the Pine Avenue, Promenade and Long Beach Boulevard corridors, the 1st Street corridor in the East Village, and the transit facilities along 1st Street. These activities create the conditions requiring a greater amount of clean and safe services, such as dirty sidewalks, the presence of graffiti and the need to provide safety guide assistance. The Management Plan anticipates that service deployment frequencies within the Premium service zone will be three times more than the remainder of the PBID – from the number and type of safety guides to the frequency of sidewalk cleaning. Under the current PBID deployment plan, Safety Guides patrol each block of the Premium Zone between 10 and 16 times per day.

Standard Service Zone: The remaining areas of the PBID encompassed by the Standard service zone have less pedestrian activity and demands for clean and safe services are generally lower. The standard areas have lower intensity activity generators, including less ground floor retail and a higher concentration of office and residential uses. Accordingly, the lower level of pedestrian activity results in reduced need for clean and safe services. Service frequencies within the Standard service zone are less than the frequency of services in the Premium service zone. Under the current PBID deployment plan, Safety Guides patrol each block of the Standard Zone between 4 and 6 times per day, about one third of the frequencies delivered in the Premium service zone.

Options for Enhanced Security: The PBID renewal process has evidenced continued property owner concern with both the reality and perception of public safety on downtown streets. There are a variety of elements contributing to this concern, including ongoing challenges with transient and homeless populations, nuisance crimes ranging from aggressive panhandling to vandalism, and other quality of life issues.

In order to more effectively deploy PBID resources to improve enhanced security, funds for information and safety ambassadors may be redistributed to related activities that have been effective in other California PBIDs, including:

- An “outreach specialist program” in which ambassadors would be tasked with a case management approach to match chronic homeless individuals with available social services (Sacramento, Santa Monica).
- Other quality of life and safety initiatives in partnership with local agencies that may be developed and recommended by the DLBA Public Safety Committee.

Resident Coordinator/Community Outreach Manager: Also, within the budget for the Clean and Safe program is a Resident Coordinator / Community Outreach Manager to help downtown’s residential population utilize Clean and Safe services. The Resident Coordinator / Community Outreach Manager will provide information, regularly meet with HOAs and resident associations, represent resident perspectives, and trouble-shoot resident issues related to the PBID’s Environmental services that include cleaning, safety and beautification.

Beautification Program: In addition to the general cleaning and safety programs for the purposes of improving commerce to each individual assessed parcel, the PBID may also provide highly visible improvements that will add to the attractiveness of public spaces; such as cosmetic improvements to the landscape and streetscape on the public rights-of-way throughout the District. While downtown Long Beach has been well maintained, the beautification needs continued refreshing and updating. These improvements may include but not necessarily be limited to:

- Seasonal banners and decorations
- Public art
- Street furniture and amenities
- Feasibility analyses and plans for design, streetscape and other physical improvements
- Other activities and improvements that visibly enhance the Downtown environment

Annual recommendations regarding the allocation of beautification funds are determined by the Public Realm Committee that provides recommendations to the DLBA board of directors.

Economic Activities

Activities aimed at working with property owners to improve Downtown's overall image, increased sales and building occupancies are part of the PBID Management Plan. These services are intended to provide special benefits to each individually assessed parcel.

Marketing, Special Events, & Communications: Marketing and special event activities will aim to improve the overall image of Downtown with the goal of attracting consumers and visitors, and attracting and retaining businesses, jobs and investment. Initiatives must be designed to provide collective benefits to each individual assessed parcel. While annual work programs and budgets will be developed by the Marketing and Communications Committee and approved by the DLBA board of directors, programs will be selected from a variety of options that may include the following:

- Advertising, including branding and cooperative campaigns and increased placement and frequency in print media.
- Increased distribution and enhanced quality of publications, including downtown maps, directories and activity guides.
- Improved and increased special event and festival production.
- Public relations efforts to promote a positive image and overall experience.

Economic Development: These programs will provide a primary one-stop point of contact for business prospects looking to locate and/or grow in downtown. Comprehensive market information on downtown will be researched, packaged and maintained. Specialized research will identify specific target business groups and niches that are most likely to locate within downtown and benefit from local assets.

DLBA staff will serve as a liaison to assist business and property owners in permitting and development review processes. Program staff will work collaboratively with real estate professionals, City staff, and regional economic development groups to coordinate and leverage business attraction efforts.

Responding to the top priority evidenced by downtown stakeholders in the PBID renewal process, the economic development initiative will initially focus on activating storefronts throughout the downtown, including the recruitment of retail stores, temporary or “pop-up” installations, public art and other methods. Initiatives detailed in the 2013 Strategic Plan Update will also be continued, including but not limited to:

- “Shop Local” campaigns that aims to inform and match residents and employees to downtown retail;
- Traditional and emerging business recruitment programs and activities; and,
- Efforts to welcome new businesses to downtown.

Activity	Standard Zone	Premium Zone
Environment (all properties)		
Clean Team		
Sidewalk Sweeping	Daily	Daily & Peak Evenings
Power Washing Sidewalks	Once every 4-6 weeks	Weekly
Graffiti Removal & Emergency Spot Cleaning	As Needed	As Needed
Safety Guides		
Foot Patrols	No	Yes
Bicycle & Segway Patrols	Yes	Yes
Escort & Visitor Services	Yes	Yes
Beautification	Yes	Yes
Economy (commercial & government only)		
Marketing, Special Events, & Communications	Yes	Yes
Economic Development	Yes	Yes

Marketing & Communications

The DLBA's Marketing Department serves as the voice for all the wide-ranging programs and activities taking place within Downtown. The department is responsible for increasing the awareness of and enhancing the image of Downtown, which is achieved through year-round advertising, public relations, and promotional campaigns. This program is supported by contributions from both BIDs (PBIA and PBID).

Advocacy, Administration, & Reserves

Advocacy and administrative costs have been included within the PBID budget. Examples of advocacy and administrative costs include:

- Accounting and annual financial reports,
- Program support costs including supplies, equipment and rent,
- A delinquency reserve estimated at 3% of assessments,
- A general benefit reserve estimated at 0.89% of the budget, to be paid with non-assessment revenue. The general benefit reserve is established to address that the PBID may provide de minimis general benefit (i.e. general benefit to the public and/or surrounding community), requiring 0.89% of the budget to be financed by non-assessment revenue, and
- Other administration costs associated with the overhead and administrative support of program.

To reduce administrative costs, increase leveraging of funds, and to avoid duplication of enhanced services, the PBID will continue to be managed by the DLBA to deliver day-to-day services. DLBA can leverage PBID assessments with additional revenues, including business license BID fees, sponsorship revenue, contracts, grants and earned income.

PBID ASSESSMENT ROLL

The table below provides a summary of the 2021/22 levy:

Land Use Type	Premium Levy	Standard Levy	Total Levy (1)
Commercial	\$826,768.69	\$780,134.78	\$1,606,903.47
Government	196,960.97	417,147.36	614,108.33
Parking	97,061.98	72,175.43	169,237.41
Non-Profit	1,943.35	39,188.69	41,132.04
Residential	117,292.35	296,914.95	414,207.30
Mixed Use	15,071.92	102,915.19	15,071.92
Totals	\$1,255,099.26	\$1,708,476.40	\$2,963,575.66

(1) Slight variance due to rounding

The Table below provides a breakdown of the Fiscal Year 2021/22 levy amounts placed on the County of Los Angeles Property Tax Roll, the State Board of Equalization Roll (for public utilities) and those billed directly to parcel owners:

Method of Levy	Levy Amount
County of Los Angeles Property Tax Roll	\$ 2,209,366.50
Direct Bill ⁽¹⁾	\$733,310.96
State Board of Equalization Roll (SBE) ⁽²⁾	\$20,898.20
Totals	\$ 2,963,575.66

(1) These parcels are owned by the City of Long Beach, LACMTA, Long Beach Transit, the State of California, USPS, the US Government, and the Judicial Council of California

(2) These parcels are owned by Southern California Edison

The following pages contain the 2021/22 assessment roll for the PBID.



DOWNTOWN
LONG BEACH
ALLIANCE

Approved Budget
FY 2021-22

Presented to
DLBA Board of Directors August 18, 2021

Mission: Cultivate, preserve and promote a healthy, safe and prosperous Downtown

2021-22 BUDGET NARRATIVE

REVENUE

Property Based Improvement District (PBID) self-assessment fees collected through the County of Los Angeles from property owners within a geographical boundary in DTLB. The assessment methodology is based on the parcel and building square footage, the linear footage of the property, and the level of services rendered to the benefit areas.

Category	2021-22 Rates	
	Standard	Premium
Frontage	12.496098	20.185820
Lot + Building (Com/Gov)	0.054543	0.059917
Lot + Building (Parking)	0.035664	0.041037
Lot + Building (Non-Profit/Residential)	0.016784	0.022158

Downtown Parking Improvement Area (DPIA) self-assessment fees collected through business licenses from Downtown Long Beach businesses within Downtown Long Beach (DTLB). The annual assessment is approximately \$476.07 per business and \$8.00 per employee and for service based independent contractors \$326.96 per business and \$5.53 per employee. There is no increase from FY 21.

PARKING METER revenue-sharing program (50% net) was approved through the City Council in FY 2004-05. DLBA Parking Meter revenue is projected to be \$400,000 in 2021-22, with DLBA having paid its share of costs for the purchase and maintenance of Smart Meters.

FUNDRAISING FOR GRANTS: funds secured through private donations such as Farmers & Merchants Bank are to be used for grant distributions for the Public Realm and Economic Development departments. We anticipate a total revenue figure of \$55,000 from F&M and Waterford sponsorships.

SPONSORSHIP/TICKET/VENDOR funds are anticipated to be \$158,000 in 2021-22. With the ongoing COVID-19 vaccinations and the restrictions on large gatherings being eased, DLBA intends to welcome back DLBA's in-person events such as Taste of Downtown and Celebrate Downtown.

CONTRACT/ MISC revenue from Clean Team contract services funded and provided above and beyond the levels mandated in the PBID Management Plan total \$561,250 in 2021-22.

ALLOCATED RESERVE consists of a three-month PBID carry-forward deferred revenues to 2021-22.

EXPENSES

DLBA is a 501(c)6 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 from 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 with salary/wages, taxes and benefits being proportionally shared with all departments based on allocated time by the DPIA and the PBID:

Current Positions:

President and Chief Executive Officer leads, facilitates, and motivates 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 supervises and directs the day-to-day business and management of the organization and the BIDs.

Chief Operating Officer plays an integral role in the day-to-day operations of each department and serves as spokesperson for DLBA. In addition, the COO manages the Clean and Safe Programs and is involved in community outreach programs to address quality of life.

Chief Financial Officer is responsible for the planning, implementation, managing and running of the DLBA's finance activities, including budgeting, forecasting, and reporting. The CFO assists with DLBA human resources activities, including payroll and compliance.

Executive Assistant manages all administrative functions, which maximize the operating efficiency of the organization. Also motivates staff to operate efficiently and achieve organizational objectives.

Administrative Assistant is to support all administrative functions, which maximize the operating efficiency of the organization. This position will serve as the primary first contact representing the DLBA and members of the public.

Special Projects Coordinator offers support to the administrative team and programming departments. This position supports the goals and objectives of each department offering another touch point of customer service to stakeholders.

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.

Social Media & Digital Marketing Coordinator is responsible to develop marketing and editorial content for all DLBA social media platforms and websites, supporting organizational efforts for each of the departments that include but not limited to DLBA publications, notices and flyers, website updates, video development, advertisements, and more.

Economic Development & Policy Manager establishes working relations with downtown business and property owners, financial institutions, commercial brokers, developers, and local economic development officials to advance Downtown interests. Additionally, the manager is responsible for business recruitment and retention efforts. Moreover, works with the President & CEO to push for policies that align with DLBA's Vision 2020: Strategic Plan.

Research & Public Policy Analyst is responsible for gathering, analyzing, and cataloging Downtown real estate information to support business recruitment and for providing assistance to Economic Development & Policy Manager. Develops new methodologies and research to assist in organizational advocacy.

Placemaking Manager is responsible for working with community partners to create an environment that attracts and retains investment in DTLB by developing and managing improvements that enhance the visual appearance and connectivity of Downtown.

Community Outreach Manager communicates with residents, meets regularly with HOAs and neighborhood associations, represents residential perspectives, and troubleshoots residential issues related to the PBID's environmental services that include cleaning, safety, and beautification.

Events & Sponsorships Manager increases awareness and enhances the image of DTLB by promoting existing infrastructure and developing new business and customer markets through special events and sponsorships. This position is currently vacant.

GENERAL ADMINISTRATION

General administration expenses include office rent, telephones, computers, office equipment lease, office supplies, postage, general insurance (general, liability, excess liability, fidelity bond, D&O, and not-for-profit liability), professional services (including legal, annual audit fees and Human Resources consulting), utilities, depreciation, taxes, employee recruitment, and bank charges. Separately, all departments budgets also include professional dues and membership subscription, participation in industry-related seminars, and conferences or civic events.

ADVOCACY, RESEARCH, & DEVELOPMENT

DLBA is the leading voice for the Downtown community and plays a critical role in establishing and achieving objectives set forth by its stakeholders. As a clearing house of information focused on Downtown, the DLBA compiles, analyzes, and uses data to communicate sound policy. The DLBA plays a pivotal role in the decision-making process for many of the city and county lead initiatives. DLBA committees meet regularly 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 Initiatives: The DLBA takes an active role in engaging policymakers at all levels to ensure potential policies align with DLBA's Strategic Plan: Vision 2020 and provides a positive benefit to Downtown. Such activities may include educational campaigns, development of coalitions, op-ed and white papers, and conversations with policymakers.

Research & Data Analytics:

- **Surveys and Data Collection:** Programming in this area will focus on expanding the department's available set of data and information through automated pedestrian counts, surveys of Downtown users, residents, and office workers to understand and communicate existing and new economic opportunities.
- **Data Purchase and Subscriptions:** Working with data collection agencies, the department will seek to expand its access to Downtown-specific data in order to provide up-to-date real estate information while using brokerage tools such as CoStar and ESRI for expedited information on expiring leases.

ECONOMIC DEVELOPMENT

Under the advisement of its committee, the Economic Development (ED) Department fulfills the role of leading, managing, and collaborating on Downtown initiatives, issues, and programs related to business recruitment, retention, and job creation.

The department is responsible for carrying out key strategies, including assisting and retaining existing businesses, recruiting specific business niches and other employment-generating establishments, researching and reporting on Downtown's economic and demographic trends, as well as broadening Downtown's local, regional, and national visibility. Moreover, given the compounding effects of the ongoing COVID-19 pandemic, the department will direct its efforts to the recruitment and retention of businesses in Downtown.

Business Recruitment & Retention

One of the ED Department's core responsibilities is providing ongoing and targeted assistance to potential businesses including attraction, recruitment, and assistance for existing businesses. Business retention support includes consulting with existing businesses to recommend strategies for improving or enhancing business health and operations, as well as coordinating with local agencies and entities to assist with permitting and site selection as needed.

- **Strategic Business Recruitment:** ED staff will meet with prospective businesses and engage in recruitment efforts that involve business visits and downtown site selection/relocation tours. Furthermore, ED staff will work with property owners and brokers to develop an overarching business recruitment strategy to help fill vacancies caused by the COVID-19 pandemic.

21-22 Strategic Business Recruitment Project:

- **Retail Pop-up Program:** The retail pop-up program will help to fill vacant storefronts within the Property-Based Improvement District by connecting pop-up brands with property owners. Spaces will be advertised to local and regional brands. Furthermore, more grant funds will be made available to a select number of pop-ups to provide working capital.
- **ED Advertising:** Potential ED advertising campaigns will continue to utilize the most effective and popular real estate trade journals and other vehicles for driving ED messaging. Expanding beyond traditional advertising, ED staff will use alternative forms of communication including but not limited to social media, pay-per-click advertising, and public relations to deliver messages.
- **Grand Opening Assistance:** ED will support new businesses by providing grand opening assistance including offering advice, marketing support, and new business banners.

- **Entrepreneurship & Business Education:** This series of seminars will focus on entrepreneurship, innovation, and education to recruit new businesses, support business retention, and ultimately create jobs in Downtown by examining business trends via presentations and discussions led by successful small business owners, panelists, and academic educators.
- **Entrepreneur & Small Business Grant:** The DLBA's Small Business & Job Creation Grant is designed to assist new businesses and support the expansion of existing businesses by providing grant funds in an effort to defray costs associated with starting or expanding a business, therefore creating jobs in Downtown Long Beach.

21-22 Entrepreneur & Small Business Grant Project:

- **Retail Pop-up Grant:** Grant funds will be made available to a select number of pop-ups to provide working capital.
- **Entrepreneurs of Color Accelerator Grant:** Grant funds made available to a cohort of entrepreneurs selected for the Entrepreneurs of Color Accelerator Program. Participants will receive educational training, mentorship, and shared office space.

Community Engagement & Business Outreach

ED will increase the visibility of the DLBA and DTLB through sponsorships of and participation in numerous local, regional, and national events, as well as activities targeting the local commercial real estate and business communities.

Special Projects and Publications

- **Reports and Studies:** The DLBA will continue to produce its quality reports that focus on the Downtown commercial market, workforce, demographics, mobility, and livability. This will include DLBA's annual Economic Profile and quarterly *Snapshot Reports*. Moreover, utilizing pedestrian count and bikeshare data, the DLBA will also produce a Pedestrian Mobility Report. Lastly, this will include the production of reports and studies by independent third parties.

Recruitment Collateral: Recruitment collateral such as tenancy maps, leasing 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:** Information will be hosted on ED's website pages providing real time access for new and prospective businesses with user-friendly information related to business licensing, permitting, and additional resources and incentives.

SPECIAL EVENTS & SPONSORSHIPS

Events offer an exciting means of attracting and generating increased foot traffic to the central business district. Due to COVID-19 pandemic and government issued health orders restricting the gathering of large groups, in FY 2020/21 the DLBA put a pause on in-person special events. However, FY2021/22 holds the potential of signature events returning to the public space.

DLBA plans to host Buskerfest, Celebrate Downtown, and Taste of Downtown in FY21/22. In addition, DLBA will once again serve as a sponsor for Juneteenth Celebration and fireworks celebrating New Years Eve in Long Beach. In order to extend events funding, DLBA will lend its marketing reach and events experience to different groups to bring activities and entertainment to Downtown.

MARKETING & COMMUNICATIONS

The Communications Manager and Social Media & Digital Marketing Coordinator are responsible for internal and external communications, including developing communications protocol and best practices for DLBA related to internal departments and external community relations. The Department provides brand oversight for all DLBA collateral, ensuring consistency across the organization's communications. The primary objectives of the Department are: increasing awareness and enhancing the image of DTLB by promoting existing infrastructure (businesses and public spaces), programming, services, and events; keeping stakeholders informed of DLBA initiatives as well as events, government policies, and other matters that affect the District; and tracking and managing public perception of the DLBA and its programs.

The DLBA Marketing & Communications Department, under the advisement of the Marketing & Communications Committee, is dedicated to increasing the awareness of DTLB and enhancing its image. This is achieved through year-round promotions, including publishing a monthly e-newsletter, cultivating and sustaining media relations, maintaining an informative and user-friendly website, consistently communicating with DTLB stakeholders and the broader community about DLBA activities, creating collateral materials, implementing strategic advertising and promotional campaigns, and leveraging DLBA social media accounts to boost visibility of DTLB and DLBA programs.

Advertising & Promotions: Advertising and promotional campaigns are essential to communicating all DTLB has to offer, as well as services and programs overseen by DLBA. Budgeted funds for advertising and promotions support a variety of projects and campaigns, including paid advertising and the creation of materials and collateral such as videos, signal wraps, and other crucial assets. Methods of paid advertising include:

- Digital advertising (social media promoted posts and placed digital publication advertisements),
- Print advertising (local and regional publications)
- Outdoor advertising (banners, signal wraps, posters, etc.).
- Organic (unpaid) promotional campaigns primarily occur through DLBA's social media channels, and include video series, gift card giveaways, and other creative campaigns designed to highlight DTLB.

21-22 Priority Advertising Projects:

- DTLB Advertising Campaign: A marketing campaign designed to promote Downtown Long Beach through the COVID-19 recovery phase, and to highlight DLBA efforts to aid in that recovery.
- Initiative-Specific Campaigns: Advertising/promotional campaigns for DLBA events, programs, and initiatives.
- Collaborative Community Campaigns: Collaboration with DTLB community-based organizations on promotional campaigns to boost visibility of Downtown and strengthen community relations.

Stakeholder Outreach and Public Relations: The marketing department is responsible for ensuring strategic and ongoing communications with Downtown stakeholders served by DLBA, including residents, visitors, businesses, property owners, community groups, and DLBA Board and Committee Members.

Ongoing informational updates and resources are provided to DTLB stakeholders through audience-specific e-newsletters, mailers, social media accounts, and direct e-mail and phone communications. In addition to stakeholder outreach, public relations efforts focus on maintaining strong and consistent communications with the media, community organizations, elected officials, and government staff. In addition to personal outreach to these individuals, emphasis is placed on press releases, media alerts, and email updates.

21-22 Priority Outreach Projects:

- **Downtown Discussions DLBA Webinar Series:** A flexible virtual platform that enables DLBA to facilitate dialogue around important community matters and connect Downtown stakeholders with key resources and experts.
- **Community Relations and Reconciliation:** Facilitate and engage in community conversations regarding social injustice, racism, economic inclusivity.
- **Unfiltered:** A signature public art program, the annual photography contest challenges novice and professional photographers alike to capture images portraying Downtown Long Beach, culminating in a public exhibition.
- **DLBA Newsletters:** Continuation of the monthly Downtown Scene Newsletter, weekly Business Resource Newsletter, and internal Weekly Round-up for Board and Committee members.
- **Dashboards:** Programming committee dashboards will be expanded to include department goals and metrics related to DLBA's strategic plan.
- **Metrics:** Continue to leverage various tracking technology to gauge the reach of DLBA's marketing and communications, as well as public perception of DTLB and DLBA.

Social Media: The DLBA actively posts across multiple social media channels to promote Downtown Long Beach and DLBA initiatives. Social media enables DLBA to directly engage with Downtown businesses and residents alike. Although social media channels serve multiple audiences with diverse interests, DLBA maintains a consistent voice by strategically scheduling content and carefully tailoring its messages. DLBA has approximately 17.4K followers on Twitter, 32.7K followers on Instagram, and 51.9K followers on Facebook.

21-22 Priority Social Media Projects:

- **Gift Card Giveaway:** Support and promote Downtown businesses by purchasing their gift cards to give away in contests hosted on DLBA's Instagram account. This campaign boosts community relations by creating an ongoing opportunity to actively engage the Instagram audience.
- **Promotional posts:** Paid/promoted social media posts are a cost-effective method to boost visibility of DLBA marketing campaigns.

Annual Report: The DLBA Annual Report highlights accomplishments and measurable results from each of the departments within the organization. The report contains descriptions of DLBA programs initiated within the past fiscal year, related data and statistics, and financial summaries. The annual report is presented both in print and digital versions.

DLBA website, www.downtownlongbeach.org: DLBA's website is a hub of information and resources both for DTLB stakeholder use and for those interested in visiting or investing in Downtown.

The website is a valuable tool for disseminating information about DLBA programs and publications, DTLB news and events, and resources for residents, visitors, investors, businesses, property owners, and entrepreneurs. The website is a living digital platform updated with key information on a near-continuous basis to ensure accuracy and a positive, productive user experience. In 2020, the website received over 121,000-page views, serving 56,739 users.

21-22 Priority Website Project:

- **Website Refresh:** Continue ongoing efforts to update and streamline DLBA's website for ease of use and up-to-date information to continue to effectively serve as a clearinghouse of information for and about the Downtown community.

OPERATIONS

Under the advisement of the Public Safety Committee and management of Operations staff, the Clean and Safe programs are dedicated to the security and maintenance of the 85-block PBID in Downtown Long Beach. Considered an essential service, DLBA's Clean and Safe programs are the most identifiable services offered by DLBA and include a homeless outreach component.

Downtown Clean Team Program

The Clean Team ensures the PBID area remains attractive, clean, and appealing for visitors, employees, and residents. To consistently address upkeep and beautification issues, a multi-faceted approach was developed consisting of sidewalk and gutter sweeping, graffiti removal, sidewalk pressure washing, trash collection, landscape maintenance, paper sign and handbill removal, and reporting of 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 Cleanliness & Pressure Washing:** Uniformed personnel sweep litter and debris from sidewalks and gutters within the District seven days a week, while pressure washers service 16 to 18 blocks per day, five days a week. All sidewalks in the Standard area are pressure washed every six weeks, with Premium areas washed weekly. Tree wells and planters are also kept free of litter and weeds. (Strategic Plan Tasks: C4.1, C4.2, C4.3)
- **Graffiti Removal:** The Clean Team removes graffiti and stickers by using mechanical methods 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, the Go Long Beach app is used to report and track the removal of the tag. (Strategic Plan Tasks: C4.3)
- **Special Projects:** A Clean Team member maintains elements of the public space to ensure pedestrian and bicycle rider safety, as well as the aesthetics of Downtown by planting trees, trimming low hanging branches, and painting over graffiti. Special Projects is partly funded by contract services revenue. (Strategic Plan Tasks: C4.2, C4.3)
- **Maintenance Problems Requiring Third-Party:** Problems that are outside the jurisdiction of DLBA personnel to address or repair are monitored in order to minimize blight or unsafe conditions in the District. 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 streetlights, damaged or missing street signs, etc. (Strategic Plan Tasks: C4.1, C4.2)

- **Alley Busters** Knowing that alleys often need cleaning, but are not part of the management plan, DLBA created the Alley Buster program in partnership with Mental Health America (MHA) and the City's Department of Public Works to improve these service corridors in the Downtown, while offering valuable job training for MHA members. Revenue from contracted services outside of the PBID scope pay for the Alley Busters program supplies, MHA covers crew and supervision costs and Public Works accepts bulk items. (Strategic Plan Tasks: C1.1, C4.3)

Downtown Safety Ambassador Program

The Downtown Safety Ambassadors support the Long Beach Police Department (LBPD), property owners, and tenants in overall crime prevention efforts and reduction in disorderly conduct, while offering ambassador services to Downtown visitors, businesses, and residents. Those services include Friendly Safety Escorts and jumpstarts for vehicles. They provide a highly visible deterrence in neighborhoods as an attentive set of eyes and ears and are intended to supplement, not replace individual building security and the LBPD. Ambassadors also assist with quality-of-life issues, participate in outreach programs, and are radio-equipped to efficiently communicate.

- **Bicycle Patrol:** Discourages undesirable street behavior in the Property Based Improvement District. They also report illegal street vending, illegal dumping and street code violations, while performing goodwill gestures such as helping lost persons and giving directions. (Strategic Plan Tasks: C2.1, C2.7)
- **Foot Patrol:** Concentrates on the highest pedestrian-use corridors such as Ocean Blvd., Pine Ave., the Promenade, The Streets and the perimeter of The Pike Outlets to discourage aggressive panhandling in high traffic areas. The Foot Patrol has the same mission and receives the same training as the Bike Patrol with a greater presence in the Premium areas. (Strategic Plan Tasks: C2.1, C2.7, C3.2)
- **Bicycle and Segway Patrol:** All Downtown Safety Ambassadors are trained to use a bicycle and Segway during their daily patrols. The Segway gives Safety Ambassadors an elevated perspective that allows greater visibility and better views of activity on the streets. As a result, the ease of mobility between the Downtown neighborhoods is greatly improved, allowing for quicker response time and more efficient travel between stops. (Strategic Plan Tasks: C2.1, C2.7, C2.9)
- **Homeless Outreach Ambassador:** Provides street outreach to individuals experiencing homelessness seven days a week with the goal of linking them to local social service agencies. The Homeless Outreach Ambassador is partly funded by contract services revenue. (Strategic Plan Tasks: C1.1, C2.1)
- **DLBA Information Kiosk** is staffed by a Safety Ambassador and serves as a clearinghouse to Downtown visitors and Stakeholders alike, providing information and materials such as maps, event fliers, and local news. Solar powered with a smart phone charging station, video screen, and speakers, the Information Kiosk makes appearances at DLBA special events and in the public right of way during periods of high pedestrian traffic. (Strategic Plan Tasks: C1.3, C2.5, C3.1)

Community Outreach

The DLBA Community Outreach Manager acts as a bridge between the organization and residents, the City of Long Beach, and the business community. The Community Outreach Manager participates in neighborhood association meetings and activities, problem solves issues with the City Council offices and City services and serves as a liaison between the DLBA and Downtown community. (Strategic Plan Tasks: C1.1, C1.2, C2.1, C3.1)

Public Safety Survey

The survey gauges downtown stakeholders' perceptions on cleanliness, downtown improvement, public safety, available resources, and other factors impacting the overall health of downtown. Survey findings help to identify the public perception of DLBA's largest areas of impact and areas for improvement. The survey is a valuable tool, not only for informing DLBA programming policy and programming but also to inform our government agency and community partners of public perceptions around their efforts. Overall, stakeholders, visitors and tourists participating in the survey expressed a high degree of awareness and confidence in Clean and Safe Team services. (Strategic Plan Tasks: C3.1)

PLACEMAKING

Downtown Long Beach's public realm, which consists of our streets, sidewalks, parks and plazas, is our community's front porch and sets the tone for the experience of visitors, investors, and tourists. The Placemaking Department, under the advisement of the Placemaking Committee, is responsible for developing and supporting beautification and capital improvement projects that enhance the visual appearance of Downtown. While Downtown has been, and will continue to be, an enjoyable place, the DLBA continuously seeks to elevate this experience through placemaking, which draws on the social and cultural history of the community in order to create unique and memorable public spaces. Working with our stakeholders, the DLBA actively engages in placemaking projects both large and small, from wayfinding decals to pop-up social spaces.

Capital Improvements consist of permanent physical enhancements to streets, sidewalks, parks, and plazas with the purpose of creating an attractive, functional and safe environment for pedestrians, bicyclists and motorists. Projects of this type include design, installation, and maintenance of new pedestrian wayfinding signs, litter receptacles, and other streetscape improvements, often in partnership with the City of Long Beach or private entities.

Beautification projects consist of ongoing efforts to beautify and enhance the appearance of the streetscape for the purpose of increasing the visibility of Downtown as a premier destination for business, shopping, dining, and attractions. Projects of this type include:

- Holiday Decorations placed along Pine Avenue, The Promenade, Broadway, 1st Street and Linden Avenue.
- Streetpole Banners located along Long Beach Blvd., Broadway, 3rd St., 4th St., 7th St., and Alamitos Ave welcome visitors to Downtown and promote its unique offerings through a coordinated campaign.
- Traffic Signal Wraps located on Pine Avenue further enhance the pedestrian environment using a branding campaign and imagery promoting Downtown's unique offerings. Also included are wraps that promote shopping, dining and wayfinding information.
- Dog Waste Bag Dispensers, commonly referred to as mutt mitt stations, help to reduce unsightly dog waste in Downtown by providing pet owners with dog waste bags. Currently DLBA maintains 19 dispensers located throughout Downtown with plans to expand.
- Streetscape Landscaping includes coordinating street tree plantings, fertilization, and tree well maintenance.

Public Space Activation projects consist of temporary interventions that transform the public realm into attractive, comfortable, and social spaces enhancing Downtown's walkability. These projects will

typically include ongoing management and programming as part of the activation. Projects of this nature include:

- The creation of the Loop at Pine and Ocean, which transformed a vacant lot at one of Downtown's busiest intersections. With the Loop having fulfilled its original purpose and outlived its timeline, the space will undergo a re-envisioning to plan for the anticipated 3-5 years before development is expected to begin.
- Explore DTLB! projects, such as creative crosswalks and sidewalk decals, promote pedestrian exploration through the use of experiential art to offer viewers the opportunity to engage with their physical surroundings in a more direct and authentic way.
- Continuing to support DTLB businesses and the City of Long Beach with the transition out of the Open Streets Initiative which allowed for the temporary occupancy of sidewalks and parking lanes to safely re-open businesses during the COVID-19 crisis.

Community Engagement/Planning projects consist of initiatives developed by DLBA's Placemaking Committee in support of the goals of the DTLB Vision 2020 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 DTLB.
- Stakeholder outreach to obtain input regarding public and private development projects proposed in Downtown such as the PD-6 visioning process.
- Sponsorship 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 DTLB residents, business owners, and visitors about mobility and public spaces.

FY 22 Department Approved Budget Summary

FY 2021 - 2022 Revenue	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
PBID (net)	\$ 2,814,275	\$ 2,719,487	\$ 2,686,818	\$ 2,588,686
DPIA	\$ 690,392	\$ 690,392	\$ 716,159	\$ 690,965
PKG MTR	\$ 400,000	\$ 450,000	\$ 181,828	\$ 409,487
Fundraising for Grants	\$ 55,000	\$ 30,000	\$ 91,282	\$ -
Event Tickets/Sales/Sponsorship	\$ 158,000	\$ -	\$ 49,429	\$ 244,312
Contract/Misc	\$ 561,250	\$ 399,399	\$ 512,585	\$ 460,978
TOTALS	\$ 4,678,917	\$ 4,289,278	\$ 4,238,100	\$ 4,394,428

FY 2021 - 2022 Expenses	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Administration	\$ 670,446	\$ 666,756	\$ 672,437	\$ 696,199
Advocacy	\$ 221,186	\$ 337,035	\$ 128,890	\$ 162,327
Economic Development	\$ 440,609	\$ 387,997	\$ 318,753	\$ 260,788
Events	\$ 461,601	\$ 265,989	\$ 249,304	\$ 609,372
Marketing	\$ 320,288	\$ 237,092	\$ 251,007	\$ 267,203
Operations	\$ 2,328,438	\$ 2,125,831	\$ 1,957,433	\$ 1,961,769
Placemaking	\$ 236,348	\$ 268,578	\$ 239,089	\$ 342,435
TOTALS	\$ 4,678,917	\$ 4,289,278	\$ 3,816,913	\$ 4,300,093

FY 2021 - 2022 Net	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Total Revenue	\$ 4,678,917	\$ 4,289,278	\$ 4,238,100	\$ 4,394,428
Total Expenses	\$ 4,678,917	\$ 4,289,278	\$ 3,816,913	\$ 4,300,093
TOTALS	\$ 0	\$ (0)	\$ 421,188	\$ 94,335

FY 22 Department Approved Budget Expense Detail

FY 2021 - 2022 Administration	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Rent	\$ 191,000	\$ 179,500	\$ 177,954	\$ 165,068
Telephone & Data	\$ 21,180	\$ 20,000	\$ 18,524	\$ 17,583
Computers	\$ 23,586	\$ 43,000	\$ 30,191	\$ 48,818
Office Equip. Lease	\$ 10,120	\$ 13,500	\$ 10,944	\$ 12,852
Office Supplies	\$ 7,200	\$ 10,000	\$ 8,255	\$ 13,516
5806 Postage	\$ 6,000	\$ 1,200	\$ 3,790	\$ 3,699
General Insurance	\$ 18,495	\$ 23,000	\$ 16,803	\$ 8,279
Professional Services	\$ 76,300	\$ 51,900	\$ 113,388	\$ 100,030
Utilities	\$ 1,615	\$ 3,500	\$ 2,733	\$ 3,181
Taxes	\$ 4,924	\$ 3,000	\$ 2,772	\$ 2,408
Office Maintenance & Repairs	\$ 3,200	\$ 5,000	\$ 4,685	\$ 22,712
Employee Recruitment	\$ 300	\$ 3,500	\$ 5,985	\$ 4,860
Admin. Services	\$ 600	\$ 100	\$ -	\$ 70
Credit Card Merchant Fees	\$ 1,440	\$ 900	\$ 836	\$ 354
Board Contingency	\$ 2,750		\$ 1,127	\$ 9,617
Dues & subscriptions	\$ 4,046	\$ 4,000	\$ 5,121	\$ 4,542
Board & Committee Meetings	\$ 10,000	\$ 8,000	\$ 7,939	\$ 6,396
Professional Development	\$ 10,000	\$ -	\$ 420	\$ 200
Holiday Party/Gifts	\$ 6,000	\$ 6,000	\$ -	\$ -
Wages (Admin)	\$ 213,500	\$ 287,093	\$ 219,916	\$ 232,593
Payroll Tax (Admin)	\$ 15,408	\$ -	\$ 14,297	\$ 13,576
Employee Benefits (Admin)	\$ 37,163	\$ -	\$ 26,758	\$ 25,845
PBID General Benefit 1%	\$ 4,221	\$ 2,646	\$ -	\$ -
PBID Engineer's Adjustment	\$ 1,398	\$ 917	\$ -	\$ -
TOTALS	\$ 670,446	\$ 666,756	\$ 672,437	\$ 696,199

FY 2021 - 2022 Advocacy	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Workshops/Orientations	\$ -	\$ -	\$ 2,500	\$ -
Dues and Subscriptions	\$ -	\$ -	\$ 240	\$ 800
Travel/Education/Civic Events	\$ 42,955	\$ 57,112	\$ 53,858	\$ 102,436
Research/Analytics	\$ 37,042	\$ 55,000	\$ 64,791	\$ 59,091
Professional Development	\$ -	\$ -	\$ -	\$ -
Strategic Plan and PBID Renewal Planning	\$ -	\$ 73,947	\$ 7,500	\$ -
Wages (Advocacy)	\$ 110,405	\$ 150,432	\$ -	\$ -
Payroll Taxes (Advocacy)	\$ 6,712	\$ -	\$ -	\$ -
Benefits (Advocacy)	\$ 18,453	\$ -	\$ -	\$ -
PBID General Benefit 1%	\$ 4,221	\$ 404	\$ -	\$ -
PBID Engineer's Adjustment	\$ 1,398	\$ 140	\$ -	\$ -
TOTALS	\$ 221,186	\$ 337,035	\$ 128,890	\$ 162,327

FY 2021 - 2022 Economic Development	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Bus. Recruitment & Retention	\$ 26,745	\$ -	\$ 57,005	\$ 50,927
Small Business Grants	\$ 85,000	\$ 30,000	\$ 66,525	\$ -
Business Retention & Expansion	\$ 85,400	\$ 103,914	\$ 4,230	\$ 140
Community Engagement & Business Outreach	\$ 41,436	\$ 9,007	\$ 7,844	\$ 18,411
Economic Profile & Snapshot Reports	\$ -	\$ 16,000	\$ -	\$ -
Professional Development	\$ 4,000	\$ -	\$ -	\$ -
Special Projects	\$ -	\$ -	\$ -	\$ 10,730
Wages (Econ.Dev.)	\$ 156,642	\$ 224,589	\$ 155,180	\$ 153,240
Payroll Taxes (Econ.Dev.)	\$ 11,592	\$ -	\$ 10,127	\$ 9,616
Benefits (Econ.Dev.)	\$ 24,176	\$ -	\$ 17,842	\$ 17,723
PBID General Benefit 1%	\$ 4,221	\$ 3,332	\$ -	\$ -
PBID Engineer's Adjustment	\$ 1,398	\$ 1,155	\$ -	\$ -
TOTALS	\$ 440,609	\$ 387,997	\$ 318,753	\$ 260,788

FY 2021 - 2022 Events	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Event Productions	\$ 253,500	\$ 95,018	\$ 92,263	\$ 406,761
General Expenses	\$ 2,391	\$ -	\$ 712	\$ -
Event Sponsorships	\$ 23,000	\$ -	\$ -	\$ 2,798
Professional Development	\$ 4,000	\$ -	\$ 225	\$ -
Wages (Special Events)	\$ 136,322	\$ 168,442	\$ 133,072	\$ 177,298
Payroll Tax (Special Events)	\$ 10,084	\$ -	\$ 8,340	\$ 7,920
Benefits (Special Events)	\$ 26,686	\$ -	\$ 14,693	\$ 14,595
PBID General Benefit 1%	\$ 4,221	\$ 1,878	\$ -	\$ -
PBID Engineer's Adjustment	\$ 1,398	\$ 651	\$ -	\$ -
TOTALS	\$ 461,601	\$ 265,989	\$ 249,305	\$ 609,372

FY 2021 - 2022 Marketing	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Publications	\$ 6,400	\$ 4,500	\$ 4,226	\$ 6,660
Advertising/Promotions	\$ 58,398	\$ 13,000	\$ 51,364	\$ 41,550
Public Relations	\$ 8,800	\$ -	\$ 11,602	\$ 13,790
Website Development	\$ 1,321	\$ 5,000	\$ 622	\$ 4,028
Stakeholder Outreach	\$ -	\$ 14,971	\$ 5,295	\$ 6,437
Graphic Design	\$ -	\$ 1,000	\$ -	\$ -
Marketing Development Assistance	\$ -	\$ 1,956	\$ -	\$ -
Recovery Campaign	\$ -	\$ 47,560	\$ -	\$ -
Wages (Marketing)	\$ 200,411	\$ 144,076	\$ 146,867	\$ 156,907
Payroll Tax (Marketing)	\$ 10,307	\$ -	\$ 8,340	\$ 7,919
Benefits (Marketing)	\$ 25,032	\$ -	\$ 11,545	\$ 12,123
PBID General Benefit 1%	\$ 4,221	\$ 1,878	\$ -	\$ -
PBID Engineer's Adjustment	\$ 1,398	\$ 651	\$ -	\$ -
Department Specific Marketing	\$ -	\$ -	\$ -	\$ 16,204
Professional Development	\$ 4,000	\$ 2,500	\$ 3,445	\$ 1,584
TOTALS	\$ 320,288	\$ 237,092	\$ 243,307	\$ 267,203

FY 2021 - 2022 Operations	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Clean Team Personnel	\$ 437,092	\$ 369,509	\$ 371,657	\$ 366,193
Clean Team Management	\$ 90,668	\$ 87,669	\$ 82,503	\$ -
Clean Team Supplies	\$ 4,200	\$ 14,000	\$ 3,175	\$ 11,688
Clean Team Equipment Insurance	\$ 1,800	\$ 9,000	\$ 1,842	\$ 8,218
Clean Team Fuel	\$ 46,518	\$ 13,000	\$ 12,517	\$ 10,985
Clean Team Equipment & Maintenance	\$ 28,361	\$ 35,000	\$ 12,655	\$ 17,027
Pressure Washing	\$ 241,663	\$ 275,265	\$ 281,487	\$ 312,176
Paces APM	\$ -	\$ 30,815	\$ -	\$ -
Safe Team	\$ 710,669	\$ 741,587	\$ 641,899	\$ 725,684
Homeless Outreach	\$ 2,400	\$ 2,000	\$ 1,217	\$ 231
Community Outreach	\$ 4,200	\$ 1,500	\$ 2,501	\$ 25,084
Contract Services	\$ 489,624	\$ 384,203	\$ 362,551	\$ 298,570
Special Projects	\$ -	\$ -	\$ -	\$ -
Wages (Operations)	\$ 206,020	\$ 135,601	\$ 156,341	\$ 156,502
Payroll Taxes (Operations)	\$ 15,051	\$ -	\$ 10,127	\$ 9,628
Benefits (Operations)	\$ 42,555	\$ -	\$ 16,792	\$ 16,899
PBID Engineer's Adjustment	\$ 1,398	\$ 6,224	\$ -	\$ -
PBID General Benefit 1%	\$ 4,221	\$ 17,958	\$ -	\$ -
Professional Development	\$ 2,000	\$ 2,500	\$ 166	\$ 2,885
TOTALS	\$ 2,328,438	\$ 2,125,831	\$ 1,957,433	\$ 1,961,769

FY 2021 - 2022 Placemaking	FY 22 (Approved Budget)	FY 21 (Approved Budget)	FY 20 (Actuals)	FY 19 (Actuals)
Special Projects	\$ -	\$ -	\$ (1,299)	\$ 22,379
Street & Landscape	\$ 68,575	\$ 104,857	\$ 92,114	\$ 162,154
Professional Development	\$ 2,000	\$ 2,500	\$ 162	\$ 2,044
Community Grants	\$ -	\$ -	\$ -	\$ -
Payroll Wages (CIP)	\$ 125,841	\$ 161,026	\$ 121,931	\$ 130,871
Payroll Taxes (CIP)	\$ 9,168	\$ -	\$ 8,340	\$ 7,918
Benefits (CIP)	\$ 25,145	\$ -	\$ 17,842	\$ 17,068
PBID General Benefit 1%	\$ 4,221	\$ 145	\$ -	\$ -
PBID Engineer's Adjustment	\$ 1,398	\$ 50	\$ -	\$ -
TOTALS	\$ 236,348	\$ 268,578	\$ 239,089	\$ 342,435



FY 2021-22 BUDGET

APPROVED

Approved 8.18.2021

DESCRIPTION	PBID	DPIA	PKG MTR	Fundraising for Grants	Event/Ticket/Vendor Revenue	Event Sponsorships	Contract Services	Total
REVENUES								
PBID Funds (gross)	\$ 2,954,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,954,452
20-21 PBID Deferred Revenue Recognized Oct. - Dec.	\$ 685,476	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 685,476
PBID Delinquency (3.0% per mg. plan)	\$ (87,039)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (87,039)
20 - 21 PBID Revenue Deferred to 21-22 Oct. - Dec.	\$ (738,613)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (738,613)
DPIA	\$ -	\$ 690,392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,392
Parking Meters	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Taste of Downtown	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 13,500	\$ -	\$ 113,500
New Year's Eve Fireworks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POW!WOW! 202 - Closing Party	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ 20,000	\$ -	\$ 42,000
Celebrate Downtown	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 2,000	\$ -	\$ 2,500
Small Business Grant Fundraising	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000
Blu Condominium	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
Hill Crest Monterey	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,000	\$ 17,000
Jatin Laxpati (300 Alamitos)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,650	\$ 9,650
Prop A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 252,000	\$ 252,000
Long Beach Transit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 228,650	\$ 228,650
Zafaria BID	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,950	\$ 46,950
Misc. Income (rent reimbursement)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
TOTAL REVENUE	\$ 2,814,275	\$ 690,392	\$ 400,000	\$ 55,000	\$ 122,500	\$ 35,500	\$ 561,250	\$ 4,678,917
EXPENSES								
ADMINISTRATION								
Rent: Office Space	\$ 191,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 191,000
Telephone/Data	\$ 0	\$ 21,180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,180
Computers	\$ -	\$ 23,586	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,586
Office Equip Lease	\$ -	\$ 10,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,120
Office Supplies	\$ 7,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,200
Postage	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
General Insurance	\$ 2,495	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,495
Professional Services	\$ -	\$ 76,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,300
Utilities	\$ -	\$ 1,615	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,615
Taxes	\$ -	\$ 4,924	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,924
Office Maint. & Repairs	\$ -	\$ 3,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,200
Employee Recruitment	\$ 23	\$ 277	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300
Admin Services	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600
Credit Card Merchant Fees and Interest	\$ -	\$ 1,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,440
Board Contingency	\$ -	\$ 2,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750
Dues & Subscriptions	\$ -	\$ 4,046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,046
Board, EC, and TF Meetings	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Holiday Party/Gifts	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Professional Development	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PBID General Benefit 1%	\$ -	\$ 4,221	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,221
PBID Engineer's Adjustment	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,398
Administrative Personnel	\$ -	\$ 266,071	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 266,071
TOTAL ADMINISTRATION	\$ 217,318	\$ 453,128	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 670,446
ADVOCACY								
Travel/Education/Civic Events	\$ 42,955	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,955
Research & Data Analytics	\$ 37,042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,042
PBID General Benefit 1%	\$ -	\$ 4,221	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,221
PBID Engineer's Adjustment	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,398
Advocacy Personnel	\$ 6,626	\$ 128,944	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,570
TOTAL ADVOCACY	\$ 86,623	\$ 134,563	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 221,186
ECONOMIC DEVELOPMENT								
Strategic Recruitment	\$ 26,745	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,745
Small Business Grants	\$ 24,393	\$ 5,607	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 85,000
Economic Profile & Snapshot Reports	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,400
Business Development Support	\$ 77,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,000
Business Seminars	\$ 20,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,568
Broker Mixers	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Memberships	\$ 868	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 868
Professional Development	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000
PBID General Benefit 1%	\$ -	\$ 4,221	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,221
PBID Engineer's Adjustment	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,398
ED Personnel	\$ 192,410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,410
TOTAL ECONOMIC DEVELOPMENT	\$ 374,383	\$ 11,226	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 440,609



FY 2021-22 BUDGET

APPROVED

Approved 8.18.2021

DESCRIPTION	PBID	DPIA	PKG MTR	Fundraising for Grants	Event/Ticket/Vendor Revenue	Event Sponsorships	Contract Services	Total
SPECIAL EVENTS								
Taste of Downtown	\$ 478	\$ 31,522	\$ -	\$ -	\$ 100,000	\$ 13,500	\$ -	\$ 145,500
Celebrate Downtown	\$ -	\$ -	\$ 27,500	\$ -	\$ 500	\$ 2,000	\$ -	\$ 30,000
Buskerfest + Pow Wow/KCRW	\$ -	\$ -	\$ 36,000	\$ -	\$ 22,000	\$ 20,000	\$ -	\$ 78,000
New Year's Eve Fireworks (Sponsored)	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
Juneteenth (Sponsored)	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Event Supplies & Misc.	\$ 1,891	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 2,391
PBID General Benefit 1%	\$ -	\$ 4,221	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,221
PBID Engineer's Adjustment	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,398
Professional Development	\$ -	\$ 3,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
Special Events Personnel	\$ 163,631	\$ 9,047	\$ -	\$ -	\$ -	\$ -	\$ 413	\$ 173,091
TOTAL SPECIAL EVENTS	\$ 166,000	\$ 49,188	\$ 88,000	\$ -	\$ 122,500	\$ 35,500	\$ 413	\$ 461,601
MARKETING								
Advertising/Promotions	\$ 1,955	\$ -	\$ 56,443	\$ -	\$ -	\$ -	\$ -	\$ 58,398
Annual Report / Publications	\$ -	\$ -	\$ 6,400	\$ -	\$ -	\$ -	\$ -	\$ 6,400
Public Relations	\$ -	\$ -	\$ 8,800	\$ -	\$ -	\$ -	\$ -	\$ -
Website Development	\$ -	\$ 890	\$ 431	\$ -	\$ -	\$ -	\$ -	\$ 1,321
Professional Development	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
PBID General Benefit 1%	\$ -	\$ -	\$ 4,221	\$ -	\$ -	\$ -	\$ -	\$ 4,221
PBID Engineer's Adjustment	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,398
Marketing Personnel	\$ 164,045	\$ 40,000	\$ 31,705	\$ -	\$ -	\$ -	\$ -	\$ 235,750
TOTAL MARKETING	\$ 166,000	\$ 42,288	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 320,288
OPERATIONS								
Contract Clean Team Personnel	\$ 437,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 437,092
Clean Team Management	\$ 90,668	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,668
Clean Team Supplies	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200
Clean Team Equipment Insurance	\$ 1,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800
Clean Team Fuel	\$ 46,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,518
Clean Team Equipment & Maintenance	\$ 28,361	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,361
Pressure Washing	\$ 181,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 181,099
Pressure Washing Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,564	\$ 60,564
Safe Team	\$ 710,669	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,669
Homeless Outreach	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400
Community Outreach	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200	\$ 4,200
Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 489,624	\$ 489,624
Operations Personnel	\$ 263,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 263,625
Professional Development	\$ 1,439	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 561	\$ 2,000
PBID Engineer's Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,221	\$ 4,221
PBID General Benefit 1%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,398	\$ 1,398
TOTAL OPERATIONS	\$ 1,767,871	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560,567	\$ 2,328,439
PLACEMAKING								
Tree Planting	\$ 2,517	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270	\$ 2,787
Holiday Decor	\$ 33,562	\$ -	\$ 9,938	\$ -	\$ -	\$ -	\$ -	\$ 43,500
5603-20 Banners	\$ -	\$ -	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ 1,600
Mutt Mitts	\$ -	\$ -	\$ 9,600	\$ -	\$ -	\$ -	\$ -	\$ 9,600
Public Space Activation	\$ -	\$ -	\$ 11,088	\$ -	\$ -	\$ -	\$ -	\$ 11,088
Professional Development	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
PBID General Benefit 1%	\$ -	\$ -	\$ 4,221	\$ -	\$ -	\$ -	\$ -	\$ 4,221
PBID Engineer's Adjustment	\$ -	\$ -	\$ 1,398	\$ -	\$ -	\$ -	\$ -	\$ 1,398
PR Personnel	\$ -	\$ -	\$ 160,154	\$ -	\$ -	\$ -	\$ -	\$ 160,154
TOTAL PLACEMAKING	\$ 36,079	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 270	\$ 236,348
TOTAL EXPENSE	\$ 2,814,275	\$ 690,393	\$ 400,000	\$ 55,000	\$ 122,500	\$ 35,500	\$ 561,250	\$ 4,678,918