WORK PLAN — 2017-18

www.downtowntempe.com
Introduction

The only way to do great work is to love what you do.
Work Plan 2017-2018

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Consistently ranked as one of the most livable and vibrant destinations in the US, Downtown Tempe boasts a round-the-clock list of things to do and places to live. Where can you hike a mountain at sunrise, paddle across an urban lake, sip a glass of wine on a patio, earn a first-class education, rock out to a pop up concert, find a high-paying career and watch a thrilling football game all within a few blocks of each other? Nowhere else -- but Downtown Tempe.

**OUR VISION**

Downtown Tempe will be a vibrant, livable, walkable community that exceeds expectations while promoting the best uses of our public spaces.

**OUR MISSION**

The Downtown Tempe Authority shall act as a vehicle to positively impact and drive the future of our city’s urban center, and be a steward of the existing assets and resources.
ABOUT US

We’re you’re dedicated team of dreamers and doers, buzz builders, business boomers and overall urban advocates who are implementing innovative programs and initiatives to enhance Downtown Tempe. Since 1993, the award-winning Downtown Tempe Authority (DTA) has been the private, non-profit organization that works in partnership with various downtown stakeholders to increase the vitality of Downtown Tempe through enhanced management, including clean and safe, parking, events, marketing and promotional services on behalf of DTA members.

SAFE-T-PATROL

As goodwill ambassadors for Downtown Tempe, the Safe-T-Patrol Guides are here to welcome and enhance the experiences for residents, visitors and employees in Downtown Tempe. They provide an enhanced security presence on the streets, and patrol both on foot and bicycle, seven days a week, and by boat on Tempe Town Lake.

10,678 Hospitality Contacts
4,035 Homeless/Transient Assistance
27,463 Hours Spent Patrolling

GROUND SUPPORT

A clean and safe Downtown Tempe is our top priority. Downtown Tempe’s very own custodial team is responsible for keeping the public right-of-way looking clean and pristine. Day and night, the Ground Support crew works diligently while assisting residents and visitors every step of the way.

Removed 2,658 pieces of graffiti
Cleaned 8,779 gum spots
Collected 2,409 bags of trash

PARKING

Downtown Tempe Authority manages more than 10,000 garage and on-street parking spaces to make visiting Downtown Tempe easier. Easily accessible parking spaces are located close to most businesses in the downtown district and the ParkIt app makes paying for parking from a mobile device simple and convenient.

16 Parking Locations Managed
15,988 Parking Spots Managed
$2.1 Million in Parking Transactions
What a great year we have ahead of us. Last year we did the work to be deliberate and tactical in our role of urban management. Meaning, we created marketing plans, developed personas for our target markets, and created a Strategic Plan. This has put us in high speed with a refined vision of what Downtown Tempe should become and an ability to clearly articulate that vision. The intentional focus moving into this year will be toward open space activation, new cultural opportunities, community involvement and strengthening our voice.

This year you will see Downtown Tempe Authority continue to drive positive changes within the district, but with greater exactitude. Operationally, we will raise the bar on the technology that enables efficiency in downtown parking management. To bring global perspective to local issues, we will present researched position papers on subjects currently impacting Downtown Tempe. We will collaborate with the local business community on events and activations as well as a district-wide campaign to bring needed resources to social challenges. We will expand our tent, and therefore our capacity, by creating a robust volunteer program. But that's not all -- this document gives a detailed look into our objectives for this fiscal year, so dig in!

As we begin one year, we close another. Please join us at our annual State of Downtown on October 18th at 5:30pm to celebrate successes. Finally, our doors are always open if you have any questions, fabulous ideas or simply want to chat about our favorite subject -- Downtown Tempe!
OBJECTIVE 1

Downtown Tempe Authority will be fiscally sound and managed responsibly with a trained professional staff.

STRATEGY | Build and nurture a strong internal team, including staff and Board of Directors.

TACTICS

Strengthen Board of Directors and encourage deeper engagement

- Hold an annual Executive Committee retreat
- Create and adopt an “Ideal Board Member” document
- Ensure that each board meeting includes a robust discussion on an issue that’s timely, relevant and vital

TACTICS

Strengthen staff cohesiveness and improve productivity

- Restructure monthly staff meetings that augment team building outings to reinforce positive morale of staff
- Hold quarterly staff 1/2 day retreats to keep priorities top of mind, hold team accountable and build trust
- Encourage staff development through education, retreats, conferences and industry connections
- Conduct productivity training for staff and encourage follow through
- Encourage cross training and professional awareness of entire team

TACTICS

Improve staff and Board Member connections

- Annual board and staff social event
- Include staff in board meetings when appropriate

STRATEGY | All staff will play a role in the financial health of the organization.

- Research grant opportunities and solicit when appropriate
- Create a robust volunteer program and appreciation mechanisms
- Review all revenue streams and expenses and seek cost-saving measures
- Review all internal policies to ensure greatest level of quality/dual controls
- Better acquaint all staff with financial procedures
- Add appropriate contingency into future budgets
OBJECTIVE II

Downtown Tempe Authority will be a trusted, engaged and invaluable expert with all local partners, agencies, government officials, business owners, land owners and their representatives.

STRATEGY

- Maintain strong relationships with stakeholders

TACTICS

- Create an event and activation partnership with the City of Tempe including large events and placemaking/activations
- Increase partnerships with ASU including volunteers, collaborations with existing events, student work demonstrations and research projects
- Improve existing professional relationship with Tempe Tourism and Tempe Chamber of Commerce, and define ways to effectively collaborate
- Build Tempe Young Professionals into self-sustaining entity
- Provide new engagement and volunteer opportunities to area employees

STRATEGY

- Deliver on the promise of serving as a valuable resource

TACTICS

- Improve reporting (Pedestrian Report, Brag Sheet, Workplan and Annual Report)
- Create a “Streetcar 101 Guide” for merchants
- Produce second Economic Impact Report in March 2018
- Enhance website with reporting, data, resource links and useful documents
- Create a resource library for major issues affecting our downtown
- Establish partnership with BRiC and other local business resources
- Connect merchants and stakeholders with city leadership
- Inform merchants and stakeholders of development projects

STRATEGY

- Tell our story

TACTICS

- Hold the first College Town Summit in partnership with IDA
- Present at national events as often as possible
- Submit for and win national awards
- Maintain digital presence, utilize new tools and build on effectiveness
- Communicate with local stakeholders the breadth of DTA programs, services and accomplishments
OBJECTIVE III

Downtown Tempe Authority will drive positive changes to the public spaces and pedestrian experience of the urban environment within and surrounding the downtown.

STRATEGY

Activate and maintain public spaces at the highest and best level that create a unique pedestrian experience

TACTICS

- Create an implementation plan for placemaking and street amenities as described in the 2016 Open Spaces Plan
- Improve all existing events
- Support bike culture and add fix-it stations in Downtown Tempe
- Improve parking technology and constantly recommend best practices
- Work with Tempe Police to create crisis response preparedness plans and train staff
- Implement Terracycle program to reduce cigarette butts on sidewalks

STRATEGY

Advocate for appropriate infrastructure and amenities within the district

TACTICS

- Promote Grid Bikes bike share program
- Work with the City of Tempe to improve downtown infrastructure through Downtown CIP
- Add car charging stations in all district parking garages
- Support Rio Salado/Tempe Beach Park Masterplan
- Support 5th Street improvements
- Support Tempe Streetcar project

STRATEGY

Foster and diverse economy within the district

TACTICS

- Conduct stakeholder analysis to determine desired resources/outcomes and better understand current perceptions of Downtown Tempe
- Utilize stakeholder analysis findings to construct programming in 2018 and beyond
It is crucial that while downtown’s specific priorities adapt regularly to economic climates, stakeholder feedback, industry best practices and immediate local needs, our core services remain a top priority.
Our **budget** tells our money where to go instead of wondering where it went.
## ORDINARY INCOME/EXPENSE

### INCOME

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### NET ORDINARY INCOME

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