<table>
<thead>
<tr>
<th>TABLE OF CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>3</td>
</tr>
<tr>
<td>FY 2019/20 WORK PLAN</td>
<td>5</td>
</tr>
<tr>
<td>FY 2019/20 BUDGET</td>
<td>10</td>
</tr>
<tr>
<td>OPERATIONS RECAP</td>
<td>12</td>
</tr>
<tr>
<td>PARKING RECAP</td>
<td>15</td>
</tr>
<tr>
<td>ECONOMIC VITALTY RECAP</td>
<td>16</td>
</tr>
<tr>
<td>BUSINESS SERVICES RECAP</td>
<td>17</td>
</tr>
<tr>
<td>EVENTS RECAP</td>
<td>18</td>
</tr>
<tr>
<td>PLACEMAKING RECAP</td>
<td>21</td>
</tr>
<tr>
<td>MARKETING RECAP</td>
<td>23</td>
</tr>
<tr>
<td>BOARD OF DIRECTORS</td>
<td>26</td>
</tr>
</tbody>
</table>
"Our downtown is experiencing a new phase of growth, however with transition brings hurdles. Construction and street closures are never easy, but we are here to ease those burdens, and usher us into the next era - where transit is prominent, new residents support our merchants and visitors have ample places to stay, play and enjoy a grocery store to boot. 2020 will be another great year in downtown Tempe!"

Kate Borders
Executive Director
ABOUT US...

We are two organizations with a shared goal. We are a 501(c)6 enhanced services district existing to create a clean and safe space and a separate 501(c)3 charitable organization that produces events to curate the downtown experience. Ultimately we work daily to make Downtown Tempe the best urban experience it can be with an inclusive approach to partnerships and outcomes.

DOWNTOWN TEMPE AUTHORITY

MISSION: The DTA 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.

VISION: Downtown Tempe will be a vibrant, livable, walk-able community that is the preferred destination of employers, employees, residents and visitors for working, shopping, dining, events, culture and leisure.

DOWNTOWN TEMPE FOUNDATION

MISSION: Downtown Tempe Foundation exists to curate diverse and impactful experiences that cultivate community engagement.

VISION: Downtown Tempe will be a vibrant hub of activity that offers a variety of opportunities throughout the year for all Tempe residents and visitors to enjoy. Events and activations will generate a sense of community and tradition while fostering new and unique experiences.
LOOKING AHEAD: PLANS FOR THE FUTURE...
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:

- Hold an annual staff retreat, conduct regular staff trainings, hold quarterly staff outings to enforce “team” culture
- Hold an annual board retreat to review organizational direction and programming
- Encourage staff development through education, retreats, conferences, and industry connections, requiring each staff member to create and follow through on their own professional development plan
- Foster a competitive work environment that allows for flexibility and becomes an asset to employees while encouraging retention, ensuring new policies are documented and understood by all

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

TACTICS:

- Grow volunteer program and appreciation mechanisms and provide regular volunteer incentive gifts
- Review all revenue streams and expenses and seek cost-savings measures
- Better acquaint all staff with financial procedures and details of budget, making each accountable for their individual programmatic budgets
- Research grants and sponsorship opportunities with help of outside consultant and solicit when appropriate, approximately two grants per month
OBJECTIVE 2

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

STRATEGY – Maintain strong relationships with stakeholders and partners

TACTICS:

- Strengthen existing events & activation partnership with the City of Tempe to include more street level activations
- Increase partnerships with ASU including research projects, collaborative events, student engagement, freshmen orientations and parent engagements
- Improve existing professional relationship with Tempe Tourism and Tempe Chamber of Commerce, leverage the combined marketing powers of the three organizations
- Engage with residents of the Union and the Local as they complete, adding over 700 units into the downtown neighborhood

STRATEGY – Deliver on the promise of serving as a valuable resource

TACTICS:

- Become an active participant in the COT Events Task Force to be able to disseminate event information (closures, attendance, etc.) in a timely manner to stakeholders
- Work closely with Valley Metro, Local First AZ and the City of Tempe to complement their initiatives on Streetcar construction mitigation as we transition between the first phase of construction and prepare for the 2020 summer construction
- Implement all Streetcar marketing, signage, business assistance, employee engagement and stakeholder programs to counter the negative implications of construction through summer 2020
- Produce third Economic Impact report, in partnership with International Downtown Association, to be published in 2019/2020
- Improve reporting (pedestrian reports, brag sheet, workplans, stakeholder analysis, quarterly market snapshots, retail inventory, and annual reports)
Conduct regular concierge tours connecting valley-wide hoteliers to downtown Tempe merchants

Continue regular Quality of Life meetings to connect merchants with social service agencies and police department

Raise final donations (approximately $15k in cash or in-kind) for Mission Campaign and shift into an ongoing campaign with annual goals and reporting measures

Launch campaign to raise funds for art education in Tempe, creating a mechanism for the Tempe Festival of the Arts to support the next generation of artists

Serve on Tempe Homeless Coalition, Downtown Tempe Mill Avenue Homeless working group, and work closely with social services agencies to coordinate outreach and service delivery within downtown

Serve on the national downtown organization’s leadership team bringing attention to Downtown Tempe

Serve on national parking associations to constantly learn best practices and highlight Downtown Tempe as an industry leader

STRATEGY – Tell our story

TACTICS:

Prepare for the fourth annual College Town Summit in Iowa City in first quarter 2019, building on success of three previous conferences

Present at national events as often as possible

Restructure our marketing procedures and tactics utilizing internal team and external agency by the most efficient means and utilizing bulk purchasing for advertising buys

Expand Influencer marketing to reach a wider audience and work more collaboratively with Influencers

Grow the newly-launched mentor program in partnership with Southern Utah University where students assist in the production of the Tempe Festival of the Arts

Work closely with other Valley downtowns and statewide urban areas to strengthen AZ Downtowns, an association of statewide urban professionals
Review all marketing campaigns to promote various components of programming and downtown assets, such as parking availability and ease of parking in downtown, public art and historic buildings, Streetcar progress and merchant highlights

**OBJECTIVE 3**

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

**STRATEGY** – Activate & Maintain public spaces at a highest and best level to create a unique pedestrian/urban experience

**TACTICS:**

- Maintain 120 flower installations, all tree wells and planters, and ensure a weed-free downtown
- Maintain zero tolerance for graffiti, stickers and gum within the downtown
- Continue the revised hours of Safe-T Patrol starting at 7am and monitor needs of the district to adapt appropriately
- Work with local musicians to install another Tempe Music plaque and continue to incentivize live music in downtown Tempe
- Continue to implement placemaking, activations, public art/murals, performance art, and street amenities as described in Open Spaces plan of 2016 with increased budget dedicated in each fiscal cycle
- Create new activations for a variety of stakeholders within downtown, including a yoga series, a Halloween event, a downtown kickball league, Pride activities, Spring Training activations, a summer Brunch Crawl, and Streetcar promotions
- Launch fourth season of 6th Street Market with new vendors, more programmatic elements and improved marketing strategies
- Work with Police to create crisis response preparedness plans and train staff accordingly
- Create placemaking plan for during and after next phase of Streetcar construction to incentivize continued and new connections with downtown
STRATEGY – Advocate for and implement infrastructure and amenities within the district that represent best practices and leading technology

**TACTICS:**

- Working with COT, support the Tempe GRiD bike share program as well as the ordinance to regulate the dockless bikes and motorized scooters to promote access within downtown while ensuring continued safety.

- Work with COT through Downtown CIP to improve streetscape along Mill Avenue, to increase lighting and create a brick sidewalk refresh plan.

- Play an active role in the Rio Salado/Tempe Beach Park Masterplan and the Urban Core Masterplan (both COT initiatives) and ensure downtown needs and stakeholder considerations are top of mind.

- Improve on-street parking meter user experience with upgraded technology, introduction of Apple and Google pay options, and ability to reserve parking in advance through new Park Mobile reservations component.

- Improve off-street parking user experience with new state-of-the-art access control system at City Hall Garage, 24/7 monitoring with video capability at unattended parking garages, better monthly parking management systems, and space tracking software allowing for signage at venues giving real time availability.
## 2019-20 Budget

**Downtown Tempe Enhanced Services District Budget**

### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Administrative/Accounting Fee</td>
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<tr>
<td>District Assessments</td>
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<tr>
<td>District In Lieu Fees</td>
<td>$10,000</td>
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<tr>
<td>GOS Expense Sharing</td>
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<tr>
<td>Grants &amp; Sponsorships</td>
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<td>Management Fees</td>
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<tr>
<td>Partnerships</td>
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<tr>
<td>Program/Event Revenue</td>
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<td><strong>Total Income</strong></td>
<td><strong>$2,335,002</strong></td>
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### Expense

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<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Salary &amp; Wages</td>
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<td>Business Development</td>
<td>$141,009</td>
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<td>Clean &amp; Beautification</td>
<td>$227,600</td>
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<td>Conference &amp; Meetings</td>
<td>$34,500</td>
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<tr>
<td>Marketing</td>
<td>$198,843</td>
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<tr>
<td>Professional Fees</td>
<td>$51,500</td>
<td>2.21%</td>
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<tr>
<td>Programming</td>
<td>$427,653</td>
<td>18.31%</td>
</tr>
<tr>
<td>Rent &amp; Leases</td>
<td>$90,000</td>
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<tr>
<td>Safety Patrol</td>
<td>$589,174</td>
<td>25.23%</td>
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<tr>
<td>Administration</td>
<td>$45,250</td>
<td>1.94%</td>
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<tr>
<td>Insurance</td>
<td>$100,000</td>
<td>4.28%</td>
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<tr>
<td>Miscellaneous</td>
<td>$5,064</td>
<td>0.22%</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>$2,335,002</strong></td>
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### Net Ordinary Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Ordinary Income</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>
LAST YEAR AT A GLANCE...
A clean and safe Downtown Tempe is our top priority. In addition to keeping Downtown Tempe looking beautiful, the Clean Team is a great source of information. This past year committed maintenance personnel assisted thousands of people with hospitality-related inquiries alone. In addition to dedicating 453 hours to maintaining the flowers in our district, Downtown Tempe’s very own custodial team is ultimately responsible for keeping the public right-of-way looking clean and pristine. Day and night, the Clean Team works diligently while assisting residents, employees and visitors every step of the way.

As goodwill ambassadors for Downtown Tempe, the highly visible, well-trained staff of yellow shirted Safe-T Patrol guides welcome residents, visitors and employees to Downtown Tempe. They provide an enhanced security presence on the streets and lakeside, patrolling on foot, bicycle and by boat seven days a week. This past year, the Safe-T Patrol responded to 31,353 incidents, and/or inquiries, and made 4,725 connections to social service agencies to assist those in need within the district. Downtown Tempe’s Safe-T-Patrol guides are always ready to help.
BLOCK BY BLOCK PARTNERSHIP

The sidewalks and streets of Downtown Tempe are maintained and patrolled by our Clean Team and Safe-T Patrol guides. Both groups are staffed through a partnership with Block by Block, a company that specializes in providing clean and safe services to downtown improvement districts.

DTA has been partnering with Block by Block since 2013, addressing the issues that affect how people think, feel and essentially interact with Downtown Tempe. Downtown Tempe continues to see the benefits of Block by Block services, which maximize dollars invested in Downtown Tempe, and ultimately benefit every stakeholder.

24,081

Hours spent cleaning and patrolling the district
PARKING MANAGEMENT

Within Downtown Tempe, there are a total of 16,283 parking spaces between on-street metered locations and off-street lot and garage locations. DTA manages the enforcement of the on-street parking as well as the majority of off-street parking locations in Downtown Tempe. Nearly 600 spaces are on-street meters that can accept payment using multiple methods for the convenience of users. These include cash, credit and/or debit card, and the ParkMobile app.

In FY 2018-2019, the City of Tempe generated $2,548,592 in parking revenue. An additional $4,854,773 of revenue was generated in Downtown Tempe for private clients. DTA also introduced demand-based pricing for on-street meters, and designated motorcycle and ride share only spaces.

PARKING STATISTICS / 2018-19

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td># of spaces managed</td>
<td>16,283</td>
</tr>
<tr>
<td>Transactions processed</td>
<td>542,854</td>
</tr>
<tr>
<td>Managed locations</td>
<td>16</td>
</tr>
<tr>
<td>Use of credit or mobile method of payment</td>
<td>79%</td>
</tr>
<tr>
<td>Avg. length of stay based on on-street meter usage</td>
<td>78 MINS</td>
</tr>
<tr>
<td>Avg. length of stay based on off-street meter usage</td>
<td>146 MINS</td>
</tr>
</tbody>
</table>
DTA played a role in both the industry and consumer vitality, providing information and business services to new retail tenants and hospitality developers, and promoting local businesses and hotels in our marketing materials, tours, and meetings.

**NEW BUSINESSES HIGHLIGHTS / 2018-19**

**RETAIL**
- Snakes & Lattes
- Morning Squeeze
- Illegal Pete’s
- Nekter Juice Bar
- Mr. Mesquite Taqueria
- Insomnia Cookies
- Starbucks on University & Forest

**RESTAURANT**
- SpotRX
- Rodeo Ranch
- Charlie Trumbull’s
- Varsity Tavern

**BARS**
- The Local Tempe
- Union Tempe

**RESIDENTAL**
- The Local Tempe
- Union Tempe

**UNDER CONSTRUCTION / 2018-19**
- Tempe Hilton Canopy Hotel
- Whole Foods at The Local
- Westin Tempe
- Oliv Tempe
- Hayden House
- 100 Mill
- Mirabella ASU
- Tempe Streetcar

**31** total new business openings
This past year, Downtown Tempe hosted 2 tours, showcasing Downtown Tempe’s unique attractions and amenities. The tours included everything from new restaurant openings to new residential living opportunities. The tours were specifically geared toward those who work in the hospitality industry – hotel concierge and our very own Safe-T Patrol guides and Clean Team. Combined, they made 36,168 hospitality contacts this past year while patrolling and maintaining the streets.

DTA engaged district businesses in a variety of creative ways and provided the following assistance throughout the course of the year:

- Merchant Committee Meetings
- Merchant Marketing Workshops in collaboration with Local First Arizona, Valley Metro and Tempe Chamber of Commerce
- Dinner & A Show program with ASU Gammage
- DT VIP Program with the Tempe Tourism Office
- ASU Event Collaborations for Welcome Week, Family Weekend, Homecoming and Graduation
- Bib Program with Rock ‘N’ Roll Marathon
- Shop Small Saturday Program
- Merchant Holiday Tree Competition
- Hard Hat Thursday Construction Promotion
- Merchant Participation in Special Events
- Dine Around Program with IRONMAN AZ

DTA continued to participate in partnership meetings and explored synergies with the following groups, events and community partners:

<table>
<thead>
<tr>
<th>Tempe Tourism Office</th>
<th>City of Tempe</th>
<th>Mill Ave. Homeless Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASU's Devils on Mill</td>
<td>Tempe Chamber of Commerce</td>
<td>Local First AZ</td>
</tr>
<tr>
<td>Valley Metro</td>
<td>Tempe Grease Cooperative</td>
<td>Tempe Police Department</td>
</tr>
</tbody>
</table>
SIGNATURE EVENTS

TEMPE FESTIVAL OF THE ARTS

This semi-annual event is among the oldest and largest art festivals in the Desert Southwest. More than 550,000 people attended the festivals in the fall of 2018 and the spring of 2019. The fall and spring festivals introduced new elements – expanded beer & wine areas, debuted the Event Immersion Program, celebrated the fall festival's 50th anniversary with a proclamation from the Mayor of Tempe – and debuted the Young Collectors Program, a programming element intended to foster a love and appreciation for art, while giving back to local Tempe art teachers through our scholarship fund.

FANTASY OF LIGHTS

On November 30, approximately 35,000 Tempe and Valley residents and visitors continued their tradition of attending the Fantasy of Lights Opening Night Parade. The parade concluded at Centerpoint Plaza with a Tree Lighting Ceremony and festive performances. The Fantasy of Lights theme carried through to December 10 for the Fantasy of Lights Boat Parade, where an estimated 35,000 people gathered around Tempe Town Lake to witness this one-of-a-kind event in the Valley. The event featured a pop-up holiday market, a variety of food trucks and stage performances.

6TH STREET MARKET

The 6th Street Market is a weekly event highlighting the fantastic selection of Arizona-made goods in Downtown Tempe. Since the fall of 2016, our mission has been to connect our community with local artists, produce, entertainment and food creatives. Since it’s first season, the market has grown over 20%. This weekly event is the perfect blend of local purveyors, food, artisans and community right in the heart of Downtown Tempe at the popular 6th Street Park. The fourth season of the market will run Nov. 2019 - April 2020.
HALLOWEEN STROLL

The Halloween Stroll is a new initiative dedicated to bringing families to Downtown Tempe. In its first year, approximately 100+ families attended. The event included free fall-themed crafts, activities and games along with trick-or-treating at the merchants throughout Downtown Tempe. The Halloween Stroll concluded with a costume contest at Hayden Station. This event provided a positive and fun Halloween experience, in addition to connecting families to Downtown Businesses. We plan to repeat this event Fall 2019 and will expand it with new programming elements.

KICKS! TEMPE

The Downtown Tempe Kicks! League is a kickball league created in an effort to bring together our city’s working professionals for quality time, food, and fun. Participants “get their kicks” by taking on other local business teams in the downtown Tempe area, and find community as they challenge each other one night each week. This social league allows for networking and relationship building, all the while bringing traffic to our downtown main street: Mill Avenue. The second season of Kicks! Tempe will run August - October 2019.

BRUNCH CRAWL

Downtown Tempe’s summer Brunch Crawl is an effort to combat downtown’s lowered foot traffic that occurs during the summer. The goals of this event are to introduce new customers to Downtown Tempe businesses and to encourage existing customers to patronize businesses during the summer. This past summer, 4 Downtown Tempe restaurants participated.

INTERESTED IN SPONSORING OUR EVENTS? CONTACT EVENTS@DOWNTOWNTMPE.COM FOR MORE INFORMATION.
EVENT STATISTICS / 2018-19

71 DAYS
with events produced and/or partnered with DTA

6
visits from Santa Claus

541
number of volunteers it takes to produce our events

628,160
people in Downtown because of our events

$29.3 M
estimated economic impact due to the spring & fall Tempe Festival of the Arts

109
hours spent physically setting up for events
PLACEMAKING

WHAT INSPIRES YOU? ART INSTALLATION

This installation was a collaboration between Artist/ASU Professor Danielle Foushee, her students, and 20 Silicon Valley Bank volunteers. The purpose of the project was to bring local businesses, students and residents together with one universal question. The project took place on the construction site fence at Hayden Flour Mill. Vinyl strips were fabricated using outdoor-quality printing and volunteers wrote their answers on the strips prior to weaving them through the chain-link fencing.

PORTAL BY SHARED_STUDIOS

The Portal was installed at Centerpoint Plaza in Downtown Tempe from March 1st-March 31st. Portals are a global public art initiative created by Shared_Studios. Physically, the Portal is a re-purposed shipping container equipped with highly immersive audio visual technology. When people enter the Portal, they feel as though they are in the same room as someone in an identical Portal somewhere else in the World. The Tempe Portal connected 2,362 visitors to 17 cities in 12 countries.

SPRING BUSKING PROGRAM

During the month of March, Buskers of all mediums were recruited and contracted to preform during the high-traffic Spring Training month. Buskers performed for a total of 118 hours along Mill Avenue.
**PRIDE**

In celebration of Pride Month, staff and volunteers attached love notes to 2,500 rainbow roses and then hit the streets of Mill Avenue handing them out to unsuspecting pedestrians. Additionally, the "Big Chair" received a fresh new coat of paint to match the rainbow flags placed up and down Mill Avenue.

**PLAY ME PIANO**

Downtown Tempe is known for its long history of music. That's why we decided to gift the streets of Mill Avenue with a public piano painted by local artist and teacher, Paige Reesor.
MARKETING

ENGAGING CONSUMERS WITH DOWNTOWN

The marketing department doubled down on their efforts this past year, focusing on the target personas. DTA is tasked with hosting, producing and marketing a myriad of events and activations while driving year-round traffic to Downtown Tempe. Rather than approaching each item as a one-off project, a community-first strategic marketing plan was implemented in order to make Downtown Tempe’s brand relevant to surrounding neighborhoods, deepen connections with constituents and create a sense of community. New marketing tactics included Surf ride share marketing, Google posts and the use of custom Snapchat filters at nearby baseball stadiums during the competitive Spring Training season. Significant highlights included a 196% increase in social media followers and a marketing and PR campaign for the Tempe Festival of the Arts and Fantasy of Lights events that reached millions of people and earned over $400K in PR/media exposure.

MARKETING STATISTICS

WEBSITE STATISTICS
784,139 pageviews
307,830 new users
11,000+ email subscribers
16% email open rate

SOCIAL MEDIA STATISTICS
26,142 Facebook fans
10,573 Twitter followers
22,813 Instagram followers
MEDIA COVERAGE

DTA events and initiatives resulted in media coverage from a number of media outlets including the Phoenix New Times, East Valley Tribune, Arizona Republic, State Press, AZ Central, Foothills Magazine, and Wrangler News. The DTA earned broadcast coverage including ABC15, FOX10, CBS5, 12News, 3TV and KTAR.

DIRECTORIES

DTA distributed approximately 50,000 directories, highlighting Downtown Tempe attractions, points of interest, restaurants, bars, shops and business services.

INFLUENCER PROGRAM

DTA contracted with 10 local Arizona micro-influencers to promote our campaigns and events via social media, e-blast campaigns and/or blog content.

NEWSLETTERS

MERCHANT NEWS

DTA held regular merchant meetings and maintained regular communications with all property owners and merchants in the district. The Merchant News provided information on DTA programs, events, and operations to keep stakeholders informed.

YAM PROPERTIES NEWSLETTER

DTA produces the monthly YAM properties newsletter, and provides event and district information to major property owners and their tenants.

MONTHLY EMAIL NEWSLETTERS

Subscribers to the Monthly Email Newsletter received monthly newsletters that highlighted new businesses, events, seasonal marketing campaigns, and exclusive specials. The emails had a 16% average open rate, which is on par with industry standards.
DTA BOARD OF DIRECTORS

Charles Goffnett  
Chair  
Brand X & ICON

Julian Wright  
Vice Chair  
Pedal Haus Brewery

Nancy Baker  
Treasurer  
Silicon Valley Bank

Kate Borders  
Secretary/President  
Downtown Tempe Authority

Charles Huellmantel  
Immediate Past Chair  
Huellmantel & Affiliates

Andrew Ching, City Manger  
City of Tempe

Robert Cox  
ASU/Community Affairs

Will Creyer  
Cousins Properties

Dan Dahl  
YAM Management

Dana Gillis  
Marriott Residence Inn

Spike Lawrence  
Lawrence & Geyser Development

Izma Miller  
Chase J.P. Morgan

Mark Mitchell, Mayor  
City of Tempe

James Neal  
Resident, Orchidhouse

Jim O’Meara  
Courtyard by Marriott

Larry Pobuda  
The Opus Group

Eric Sather  
Tempe Mission Palms

Robin Trick  
House of Tricks

DTA STAFF

Kate Borders  
Executive Director

Jane Mittness  
Executive Assistant

Lori Foster  
Director of Business Relations

Tasha Bachelder  
Receptionist/Parking Admin

Adam Jones  
Deputy Director

Jazmine Reyes  
Marketing Manager

Kim DeMerit  
Event Operations Manager

Channa Phillips  
Accounting Admin

Kirslyn Powell  
Events Manager

Julie Kent  
Director of Placemaking

Samantha Chaloupka  
Parking Compliance Services

Anthony Strait  
Parking Area Manager

Anna Kate  
Parking Office Assistant

Ron Stallings  
Safe-T Patrol Manager

Travis Anderson  
Assistant Facilities Manager