



**2021 BID MANAGEMENT PLAN**  
PRIORITIES FOR FOSTERING A STRONG ECONOMIC RECOVERY AND A ROBUST  
DOWNTOWN COMMUNITY

**Core Principles**

Honesty	Fairness	Inclusivity
Respectfulness	Excellence	Innovation
Efficiency	Dedication	Collaboration
Equity	Responsiveness	

**2021 ORGANIZATIONAL PRIORITIES**

**A. Complete contract extension with City of Spokane**

- Form working group with City Council and Administration- January 2021
- Secure extension approval – April 2021

**B. Sustain Sound Financial Cash Management- ongoing**

- Maintain financial liquidity, solvency, and compliance with GAAP, RCW 35.87A.010 and Spokane Municipal Code 04.31.030
- Identify new sources of revenue
- Develop contingency financial plan for economic downturn- January 2021
- Continue to exercise sound and flexible expense management practices to ensure operating within our means at all times

**C. Strengthen Communications and Customer Relations**

- Initiate customer survey program- February 2021
- Memorialize BID board process for continual feedback and improvement loop
- Sustain and enhance communications with customers, Council, Mayor and other strategic partners

**2021 STRATEGIC PRIORITIES**

**A. Economic Development Support**

- Expand on strategic partnerships with regional economic development organizations that leverage scarce resources and deliver stronger outcomes
- Foster relationships with and identify specific strategies for assisting in the support and growth of minority owned businesses.
- Continue and expand our offerings of relevant business recovery tools and financial assistance to our business customers
- Provide innovative methods for activating spaces and attracting commerce
- Continue to expand our community's access to a variety of rich cultural experiences in downtown
- Launch a "safe return to work" campaign meant to encourage and support the safe return of employees so vital to the downtown economic ecosystem

- Strengthen our data library and publish 2021 “State of Downtown” report in support for our economic development partners in their recruitment and retention of initiatives

**B. Maintenance Services (Clean-Beautiful)**

- Go beyond sidewalk cleaning to improve pedestrian experiences in public spaces
  - Improve cleanliness and beautification of improved alleyways
  - Achieve permanent improvement of the conditions of our RR viaducts
- Strive for physical improvements to sidewalks by expanding sources of revenues
  - Utilize foundation to pursue improved street tree conditions and health (including new grates)
  - Pursue grant funding to conduct sidewalk electrical repairs
  - Support DSP efforts to establish a TIF district for purposes of funding this priority
- Reallocate positive fund balance derived through aggressive expense management into strategic recovery initiatives for our members

**C. Security Ambassador Program (Safe and Inviting)**

- Work with businesses, visitors and City partners to reevaluate the role and image of ambassador team and to consider pivoting back to truer “ambassador” role
- Promote a safe pedestrian and customer experience through the continuation of CPTED education and rebate program.
- Expand on our strong partnerships with non-profits and service providers to increase access to services, housing and employment for people experiencing homelessness

**D. Marketing, Promotional Programs and Special Events (Vibrant)**

- Reimagine comprehensive and achievable activation and event program for the purposes of driving downtown economic development, expanding culturally diverse experiences and enhancing our residential quality of life.
- Activate alley spaces to expand on the downtown “vibe”, reduce nuisance activity and encourage community engagement and gathering
- Continue refining marketing and promotions campaign for more immediate recovery outcomes and to align with the new community paradigm

**E. Parking and Transportation Programs**

- Gain support from City and stakeholders for implementing key elements of Parking Study including parking add-backs and angled parking in select neighborhoods within downtown
- Increase long-term parking stock for residential and workforce population
- Reinvigorate the Council’s Parking Advisory Committee
- Support the City selection and roll out of new parking technology
- Regain growth lost due to Covid of rebranded STA “Shuttle Park” program
- Grow parking validation programs

**BUSINESS IMPROVEMENT DISTRICT**

**FY21 Budget**

Approved On

November 18th, 2020

4 Year Budget Projection

net by period (ACCRUAL)		119	121,946	(93,569)	920	5,121	4,052
		FY20 Budget	FY20 Projected	FY21 Budget	FY22 Budget	FY23 Budget	FY24 Budget
<b>INCOME FROM OPERATIONS</b>							
<b>REVENUE</b>							
4010.00	Assessment Income	1,380,885	1,380,885	1,428,734	1,471,596	1,515,744	1,561,216
5010.01	Uncollectable	(41,427)	(17,670)	(71,437)	(58,864)	(45,472)	(46,836)
6109.03	Assessment Discount from CPTED Prorgam (Expense)	(23,000)	0	(9,037)	(13,963)	0	0
4065.01	Event Sponsorship Revenue	41,550	11,300	38,550	38,550	38,550	38,550
4061.00	Banners & Promotional Theming	7,000	320	2,000	2,000	2,000	2,000
4016.00	Assessment Income Adjustments	5,000	2,400	2,500	4,000	4,000	4,000
4050.00	Security & Maintenance Contract	100,000	100,000	100,000	100,000	100,000	100,000
4079.00	Other Programs Revenue	14,100	14,805	15,000	16,000	16,000	16,000
4090.00	District Campaign	9,100	0	5,000	9,000	9,000	9,000
4090.00	Restricted CARES Act Grant Contributions due COVID19	0	90,046	0	0	0	0
4200.03	Interest Income	2,169	269	420	491	573	669
	<b>TOTAL REVENUE</b>	<b>1,495,377</b>	<b>1,582,356</b>	<b>1,511,730</b>	<b>1,568,809</b>	<b>1,640,394</b>	<b>1,684,599</b>
<b>EXPENSES FROM OPERATIONS</b>							
<b>MARKETING</b>							
5110.01	Advertising Campaign	115,000	67,002	90,000	100,000	115,000	115,000
5120.01	District Campaign	9,000	0	5,000	9,000	9,000	9,000
5480.01	Spokane Arts Fund	5,000	5,000	5,000	5,000	5,000	5,000
	<b>TOTAL MARKETING</b>	<b>129,000</b>	<b>72,002</b>	<b>100,000</b>	<b>114,000</b>	<b>129,000</b>	<b>129,000</b>
<b>COMMUNICATIONS</b>							
5597.01	Website	3,440	3,002	4,000	4,500	4,500	5,000
5600.01	Ratepayer Outreach	3,000	2,589	6,000	6,000	6,000	6,000
5601.01	Collateral & Writing Contractor	4,500	2,159	4,500	4,500	4,500	4,500
	<b>TOTAL COMMUNICATIONS</b>	<b>10,940</b>	<b>7,750</b>	<b>14,500</b>	<b>15,000</b>	<b>15,000</b>	<b>15,500</b>
<b>EVENTS/PROGRAMMING</b>							
5817.01	Horse & Carriage	14,000	8,700	14,000	14,000	14,000	14,000
5820.01	Holiday Events	6,000	3,256	6,000	6,000	6,000	6,000
5821.01	First Friday	5,000	1,299	5,000	5,000	5,000	5,000
5822.01	Opp Fund + Plaza Street Events + Spring Spokane	13,550	2,459	20,000	13,550	13,550	13,550
5890.01	Event and Hospitality Ambassadors	12,886	0	10,065	11,065	15,065	15,065
	<b>TOTAL EVENTS</b>	<b>51,436</b>	<b>15,714</b>	<b>55,065</b>	<b>49,615</b>	<b>53,615</b>	<b>53,615</b>
<b>COMMON AREA SERVICES</b>							
6010.02	Ambassador-Clean Team Expenses	40,000	41,940	43,000	44,000	45,000	46,000
6423.02	Banners & Promotional Theming	10,000	5,140	4,000	4,000	5,000	5,000
8290.02	Security Ambassadors Salaries, Benefits, and Taxes	422,967	382,492	444,856	458,202	471,948	486,107
8290.03	Clean Team Salaries, Benefits, and Taxes	271,391	188,391	278,969	287,338	295,958	304,837
	<b>TOTAL COMMON AREA SERVICES</b>	<b>744,358</b>	<b>617,963</b>	<b>770,826</b>	<b>793,540</b>	<b>817,907</b>	<b>841,944</b>
<b>OPERATIONS &amp; TRANSPORTATION</b>							
6347.02	Parking Education & Shuttle Park	11,600	9,169	13,000	14,000	14,000	14,000
6440.02	Supplies	3,600	3,418	3,600	4,000	5,000	5,000
6441.02	Easy Park & Parking Program Expenditure	1,000	500	1,000	2,000	2,000	2,000
	<b>TOTAL OPERATIONS &amp; TRANSPORTATION</b>	<b>16,200</b>	<b>13,087</b>	<b>17,600</b>	<b>20,000</b>	<b>21,000</b>	<b>21,000</b>
<b>BID ADMINISTRATION</b>							
8205.03	Office Overhead Expenses	36,100	40,772	42,500	43,350	44,217	45,101
8205.04	Rent	49,992	50,257	51,000	52,020	53,060	54,122
8205.05	Legal and Accounting	8,899	8,640	8,900	9,167	9,442	9,725
8205.06	Storage Fees	3,060	3,040	3,060	3,091	3,122	3,153
8205.07	Liability and Director & Officers Insurance	16,000	16,274	16,900	18,000	19,000	20,000
8210.03	Data Base Development	3,100	377	1,000	1,000	1,000	1,000
8510.07	City Administrative Fees	8,000	8,000	8,000	8,000	8,000	8,000
8290.01	Admin Salaries, Benefits, and Taxes	394,673	370,028	403,948	420,106	436,910	454,387
	<b>TOTAL BID ADMINISTRATION</b>	<b>519,824</b>	<b>497,388</b>	<b>535,308</b>	<b>554,734</b>	<b>574,751</b>	<b>595,488</b>
<b>PLANNING, DEVELOPMENT &amp; OTHER</b>							
6427.02	Beautification & Flowers	19,500	11,754	13,000	15,000	15,000	15,000
6535.02	CARES Act Grant COVID19 Related Initiatives	0	90,046	0	0	0	0
7010.05	Business Recruitment Initiative	2,000	2,725	2,000	3,000	4,500	4,500
6636.02	Board Designation COVID19 Marketing Campaign	0	100,000	0	0	0	0
7010.06	Board Designation COVID19 Recovery Initiatives	0	0	65,000	0	0	0
7011.06	Board Designation COVID19 Cultural and Placemaking Events	0	0	30,000	0	0	0
7015.06	Racial, Equity and Inclusion Development & Training	0	20,000	0	0	0	0
7016.06	BID Consulting Contract BDS	0	5,000	0	0	0	0
8318.04	Urban Development & Planning Initiatives	2,000	6,981	2,000	3,000	4,500	4,500
	<b>TOTAL PLANNING, DEVELOPMENT &amp; OTHER</b>	<b>23,500</b>	<b>236,506</b>	<b>112,000</b>	<b>21,000</b>	<b>24,000</b>	<b>24,000</b>
	<b>TOTAL EXPENSES</b>	<b>1,495,258</b>	<b>1,460,410</b>	<b>1,605,299</b>	<b>1,567,889</b>	<b>1,635,273</b>	<b>1,680,546</b>
	<b>TOTAL NET</b>	<b>119</b>	<b>121,946</b>	<b>(93,569)</b>	<b>920</b>	<b>5,121</b>	<b>4,052</b>
	<b>*FUTURE FIXED ASSET_VEHICLE REPLACEMENT IN 2024 (BOARD DESIGNATIONS)</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
	<b>*FUTURE FIXED ASSET_IT CAPITAL INVESTMENT BEYOND 2025 (BOARD DESIGNATIONS)</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>	<b>5,600</b>
	<b>DEPRECIATION OF IT CAPITAL INVESTMENT</b>	<b>(8,424)</b>	<b>(20,000)</b>	<b>(19,000)</b>	<b>(17,000)</b>	<b>(16,000)</b>	<b>(15,000)</b>
	<b>PROJECTED BEGINNING FUND BALANCE</b>	<b>356,644</b>	<b>356,644</b>	<b>438,131</b>	<b>325,562</b>	<b>309,482</b>	<b>298,604</b>
	<b>BOARD DESIGNATION CONSULTANT DOWNTOWN PLAN - 2019 Carried Over and Available</b>	<b>0</b>	<b>(15,841)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>BOARD DESIGNATIONS DOWNTOWN PLAN OUTREACH - 2019 Carried Over and Available</b>	<b>0</b>	<b>(4,618)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>PROJECTED ENDING FUND BALANCE</b>	<b>348,339</b>	<b>438,131</b>	<b>325,562</b>	<b>309,482</b>	<b>298,604</b>	<b>287,656</b>
	<b>17% OPERATING RESERVE</b>	<b>(254,194)</b>	<b>(248,270)</b>	<b>(272,901)</b>	<b>(266,541)</b>	<b>(277,996)</b>	<b>(285,693)</b>
	<b>FUND BALANCE MINUS OPERATING RESERVE</b>	<b>94,145</b>	<b>189,861</b>	<b>52,661</b>	<b>42,941</b>	<b>20,607</b>	<b>1,963</b>