



PITTSBURGH  
DOWNTOWN  

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PARTNERSHIP

**Final**

**2010 BUSINESS PLAN**

**November 12, 2009**

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## EXECUTIVE SUMMARY

Despite a slow economy, Downtown Pittsburgh continued to have success in 2009. The arrival of Equitable Resources and the opening of 3 PNC continued to strengthen Downtown's position as the regional office address. The opening of the Rivers Casino; Fifth and Market; and the beginning of construction of Market Square demonstrate Downtown's seemingly never-ending positive evolution.

The PDP continued to play an important role in supporting the Downtown momentum. The increased effectiveness of our Clean Team and revisions to the Safety Program; the continued activation of Market Square; participation in the Port Authority Transit Development Plan; continued aggressive public relations and events along with the Downtown Living Initiative; Paris to Pittsburgh and the unexpected opportunities of the G-20 Summit were all elements designed to advance the PDP vision of a dynamic and inviting Downtown.

**“The PDP will accomplish its 2010 business plan within the context of a broader vision of a Downtown and serve the needs of our city.”** Rev. David Gleason

New opportunities in 2010 include the completion of Market Square; the new YMCA; Market Square Place; Piatt Place and the opening of the new Consol Arena. The PDP will ensure Downtown is cleaner than people expect and feels very safe. The PDP will survey its stakeholders regarding the effectiveness of its organization. The PDP will provide direct funding to spur private investment through Paris to Pittsburgh and Vacant Upper Floors programs, while focusing retail retention and recruitment along Fifth Avenue and Smithfield Street. The PDP will lead a critical conversation regarding Downtown parking opportunities and challenges supportive of further retail, office and residential development. The PDP will assist in securing enhanced bus routing throughout Downtown and aggressively promote alternative transportation options. The PDP will deliver an enhanced Light Up Night and Holiday promotion utilizing the new Market Square space. PDP will provide a consistent marketing message through public relations, social media and a strategic advertising campaign promoting retail, office and residential development.

**To reinforce these opportunities the PDP must ensure Downtown is clean and feels safe.**

In 2010 the PDP will secure funding and begin the preparation of a new Downtown Plan; develop sustainable programming for Market Square and review the BID assessment methodology. While 2010 will continue to challenge the PDP to secure the necessary resources to support the good work of the organization, the PDP is a mature, visible and innovative leader in Pittsburgh's urban development. The PDP will serve its constituency by allocating resources and maximize stakeholder return on investment. The 2010 PDP Business Plan is aggressive, timely and filled with value for Downtown and the entire region.

## OVERVIEW

### Vision

Downtown Pittsburgh is one of America's great urban centers.

### Mission

The Pittsburgh Downtown Partnership provides dynamic leadership and a consistent voice to improve the vitality of Downtown through enhanced services, advocacy, collaboration and marketing.

### Strategic Initiatives

The PDP actively pursues four Strategic Initiatives in partnership with other organizations and the community:

- A **Clean and Safe** strategy to maintain and promote an inviting Downtown experience
- An **Advocacy and Public Policy** strategy to encourage the adoption of governmental policies, tools, guidelines, and incentives to support the realization of Downtown's full potential;
- A **Transportation and Parking** strategy to address issues that strengthen the ability to access the Downtown offering employment, living, culture, shopping, entertainment and outdoor recreation opportunities; and
- A **Housing and Economic Development** strategy to increase the livability of Downtown, generate jobs and economic vitality supportive of existing and new residential and commercial activity.

### Funding

The PDP has five main funding sources to support its initiatives. First, as the management entity for Downtown's BID, the PDP receives funding from **assessments** paid by Downtown property owners. Under its agreement with the City of Pittsburgh to manage BID activities, the PDP provides marketing efforts for Downtown and oversees the implementation of enhanced public services, which include a clean and safe program and street/infrastructure maintenance. Second, as a **membership** organization, it receives dues from voluntary members throughout the community who want to invest in the future of Downtown. Third, through the support of **foundations**, the PDP advances the Downtown vision through important project specific activities. Fourth, the PDP receives **government grants** and, fifth, through **earnings** from advertising, fees and sponsorships.

### Partners

The PDP works with a range of organizations to deliver its vision of Downtown. Partners include government agencies and neighborhood associations, as well as business, community, civic, and cultural organizations.

## 2010 STRATEGIES AND ACTIONS

To be successful, the delivery of real value to our property owners and members must be a priority for the Board of Directors and staff throughout 2010. The action items will require a high degree of organizational focus, the strategic use of resources and the nurturing of key partnerships.

### Clean and Safe

**Strategic Direction:** *Deliver high quality and cost-effective clean and safe services to maintain Downtown as a visually attractive destination and enhance its perception as a safe place and regional asset that attracts people and investment.*

#### Priority Action Items

- Implement a revised safety program including the strategic allocation of safety outreach services for homelessness and panhandling issues; closer working relationship with the City of Pittsburgh Police Department and other Downtown security personnel and work with the City to locate a police substation Downtown within or adjacent to the office function of the PDP.
- Use BID funds to leverage funding from the City to refurbish approximately 15% or 50 existing trash cans serving Downtown Pittsburgh. Refurbish includes repair, repainting, rebranding as appropriate and resetting trash cans throughout Downtown.
- In conjunction with the City of Pittsburgh police and graffiti buster programs, increase attention to the removal of all graffiti affecting Downtown Pittsburgh on public and private property and develop a sustainable system for the removal of graffiti tags located in high building locations through the use of a private contractor.
- Issue a Request for Proposals for Clean and Safe services by June 30, 2010 and secure a vendor by August 31, 2010 for a new three year term beginning January 1, 2011 to December 31, 2013.

#### Action Items

- Work closely with the Department of Public Works regarding such issues as alley cleaning, dumpster management, painting public fixtures, rodent control, newspaper boxes, bus shelters and graffiti.
- Partner with the County DA, City of Pittsburgh Police Department, Cultural Trust, Point Park University, Port Authority Police, private building security and others to align agendas, leverage resources and improve Downtown safety.
- Work with the City of Pittsburgh to assure Lamar Advertising is performing to their contract regarding the maintenance and repair of their 36 bus shelter locations Downtown and/or negotiate a fee to maintain and repair the Lamar locations as part of the Clean Team Program.

- Secure funding for a comprehensive anti-litter program including enforcement, ordinance review, Clean Team deployment levels, more equipment and a compelling and sustainable marketing message. Secure program funding through the Hillman and Colcom Foundations to dramatically improve the cleanliness of Downtown.
- Maintain ongoing and effective dialogue with key social service agencies regarding homeless, mental health and drug addiction issues that affect Downtown.

## Advocacy and Public Policy

**Strategic Direction:** *Engage the PDP membership and Board, community leaders and our elected officials in advocating and promoting important Downtown policy issues and support for legislative and capital requests advantageous to Downtown.*

### Priority Action Items

- Advocate for legislation to allow the use of Historic Tax Credits in addition to the Condo Tax Abatement and other public subsidy programs to stimulate lower price point Downtown housing.
- Advocate for more affordable parking in 2010.
- Develop an Affordable Housing policy for PDP Board adoption in 2010.
- Use the Board and staff to effectively advocate for local, state, and federal actions which are critical to the success of other priority action items.

### Action Item

- As issues arise, complete research on critical Downtown policy issues and educate the PDP Board. Secure consensus and advance a position as necessary. (If a consensus is not reached, do not establish a PDP position.)

## Transportation and Parking

**Strategic Direction:** *In partnership with the City of Pittsburgh and others, continue to advocate for efficient, safe and comprehensive transportation and parking options as necessary to further the growth of Downtown.*

### Priority Action Items

- Identify specific Downtown recommendations from the Transit Development Plan, such as fewer bus loops; larger bus stop requirements; and bus stop location and design issues and work with the Port Authority to assess their impact on Downtown circulation and, where appropriate assist in their implementation.

- Establish and staff a Parking Task Force with the goal of building consensus on the need for more parking and improved management of existing parking as critically supportive infrastructure for future economic growth Downtown.
- Promote alternative transportation options for Downtown: investigate with Bike Pittsburgh whether bike-sharing makes sense for Downtown; complete the 2010 Walk Challenge; assist Zipcar in the continued promotion of their car sharing service in the Pittsburgh market; and continue working on Car Free Fridays and other joint projects with TMAs and CommuteInfo.

### **Action Items**

- Assist the City of Pittsburgh in identifying and, where possible, securing gap funding for the traffic signal upgrade project currently on the TIP schedule for 2011.
- Assist the City of Pittsburgh, where possible, in participating in planning the Transportation section of their Comprehensive Plan.
- Track the growing community discussion of Intelligent Transportation and Traffic 21, advocating where possible for research demonstration projects in Downtown.
- Continue to mitigate the impact of the construction of the North Shore Connector and other major Downtown projects.
- Re-survey Downtown employee transportation needs and benchmark against the 2003 Downtown Employees Transportation Needs Assessment as part of the Downtown Plan.
- Investigate new parking opportunities for Downtown associated with the convenient connection to be provided by the expanded “T” from the North Shore, through Downtown to Station Square.
- Work with the Marketing Department to design, construct and distribute new “You Are Here” maps in the 3<sup>rd</sup> quarter of 2010, assuming availability TMA funding.

## **Economic Development**

**Housing Strategic Direction:** *Generate new Downtown investment by stimulating interest to retain, expand and recruit new residential development.*

### **Priority Action Items**

- By the end of the second quarter of 2010 complete new research to determine the current status of the Downtown housing market including how many units/residents are needed for a sustainable market; when we will reach that number; what it will take (incentives, subsidies etc.) and how much it will cost.
- By the end of the third quarter of 2010, develop a new housing strategy which recognizes the new economic reality and gains the support of major foundations. Likely elements of

the strategy will focus on rental versus for sale; incentive programs; targeted marketing (employers and employees); smaller units; higher design; lower price point; and public subsidies.

- Aggressively promote the Vacant Upper Floors Loan Program (VUF) and close on two loans (\$1,000,000) by the second quarter of 2010. Target specific areas for the use of VUF funding including: Market Square and Sixth Street to build critical mass.
- Package and aggressively market existing incentive programs to demonstrate the feasibility of Downtown housing to developers, bankers, appraisers, and buyers.

### **Action Items**

- Based upon research results, establish a new strategy and secure foundation funding for a three-year (2011 – 2013) Downtown residential program to encourage increased Downtown housing development.
- Continue to educate the broader real estate community including developers, mortgage brokers, appraisers, realtors and homebuyers regarding the value/success of Downtown housing.

**Market Square Strategic Direction:** *In partnership with the City of Pittsburgh, continue focused staff time and resources to establish Market Square as a Downtown destination.*

### **Priority Action Items**

- Complete the reconstruction of Market Square representing the interest of the Market Square merchants and property owners through the end of reconstruction.
- Utilize Paris to Pittsburgh to encourage the activation of all storefronts on the Square to compliment the new public improvements.
- Present a full season of events in 2010 to maintain the positive Market Square momentum in partnership with other organizations working around the construction schedule.
- Secure \$170,000 in new funding to design and reconstruct Market Street from Fifth Avenue to Market Square as a key connecting street and entrance to Market Square.
- Work with Market Square property owners to encourage renovation of their building facades in anticipation of the completion of the Market Square public space.

### **Action Items**

- Develop and secure funding (\$250,000) for an aggressive programming schedule for 2011 and 2012 to celebrate the opening of the new Market Square.
- Develop a detailed MOU with Citiparks and DPW identifying the role, responsibilities and range of PDP authority to manage Market Square following reconstruction.

- Work with Market Square merchants and property owners to establish a system to generate local revenue by the fourth quarter to cover the cost of going-forward Market Square promotions and caretaker position.

**Office and Retail Strategic Direction:** *Generate new Downtown investment by stimulating interest to retain, expand and recruit new commercial development.*

### **Priority Action Items**

- Manage the Office Retention and Recruitment Task Force and utilize the *Center of Opportunity* brand message targeting employees and employers.
- Utilize our e-survey targeted employees and employers to measure the value of and learning about their perception of having an office location in Downtown Pittsburgh.
- Partner with the Pittsburgh Regional Alliance and others to attract major new office users into Downtown.
- Identify and use tax, legislation and incentive programs such as the Keystone Enterprise Zone to stimulate entrepreneurial investment. Attract university businesses, start-up companies and entrepreneurs into smaller spaces throughout Downtown.
- Implement the Retail Strategy focused on Fifth Avenue between Smithfield Street and Liberty Avenue. Devote increase staff time to multiple management issues with property owners, merchants, brokerage community; improve the public realm and tell the story of the new Fifth Avenue.
- Complete the Paris to Pittsburgh project including closing the 2009 projects and completing 15 new projects in 2010. Focus on Market Square and Fifth Avenue to compliment the new Market Square restoration and improve the urban design along Fifth Avenue.

## **Marketing and Communication**

**Strategic Direction:** *To be the central marketing resource for the organization and its departments by ensuring consistent crafting and delivery of key messages, producing effective collateral materials and coordinating successful events to position Downtown in a positive way.*

### **Priority Action Items**

- Enhance Light Up Night as an important regional event celebrating its 50<sup>th</sup> year in 2010 by incorporating the Holiday Saturdays and capitalize on the use of the new Market Square space. With the involvement of the Board, secure sponsorship, strong partnership relationships, enforcement of the PDP owned trademark and reclaim ownership of the event by February 2010.
- Aggressively pursue \$257,500 in sponsorship of PDP products in 2010 including Market Square (\$15,000); Light Up Night (\$215,000); Annual Meeting & Report (\$10,000), Walk and Dine (\$10,000) and DTMEG (\$7,500).

- Working closely with key PDP staff members in each program area, aggressively promote the PDP office; alternative transportation; housing and retail strategies through a series of events, collateral pieces and advertising.
- Utilize our e-survey function to measure the effectiveness and value of PDP programs including Clean and Safe, housing and business investment message and ongoing organization performance/satisfaction levels with stakeholders by the end of the 2<sup>nd</sup> quarter of 2010.
- Use the PDP website and weekly e-newsletter and complimentary social media outlets as key communication tools for Downtown stakeholders.
- Proactively monitor website activity and continue upgrades to improve user functionality and value.

### **Action Items**

- In anticipation of BID renewal in 2011, increase the amount of positive public relations coverage given to Downtown Pittsburgh and enhance the level of credit for good news back to the PDP.
- Produce a series of consistent collateral materials including: An updated *Ultimate Shop and Dine Guide*, securing possible new advertisers; *Downtown Made Easy Guide*; *Investment Board*; and others as necessary.
- Coordinate appropriate membership events to maintain existing membership base to \$200,000.
- Continue to refine and improve the PDP sponsorship strategy to secure next year sponsorship support prior to the development of the PDP annual budget.

## **Administration, Membership and Fundraising**

**Strategic Direction:** *Enhance the financial sustainability, accountability and organizational flexibility of the PDP to carry out its mission and advance the vision of a “Downtown Pittsburgh as one of America’s great urban centers”.*

### **Priority Action Items**

- Negotiate a new lease/location for the PDP to provide room for Executive Committee meetings and allows for the creation of the police substation.
- Make necessary investments in the creation of a high performance PDP database to support organizational communication; program and organizational surveying and supply increased value to high-level members.

- Investigate a more aggressive investment policy to maximize interest earnings; complete a proposal process to secure 3-years of auditing services beginning in 2011 and consider a policy to establish only neutral annual operating budgets.
- Secure final funding and work closely with the City of Pittsburgh Department of Planning to prepare a new Downtown vision and strategic action plan.

### **Action Items**

- At year end convert the total depreciation amount into a sinking fund for the restoration and replacement of needed office and IT equipment and Clean and Safe Program equipment such as trash cans, cigarette urns, power washing and radios that are not part of an operator contract.
- Increase membership to \$200,000. Complete a survey to determine the real value of PDP membership; target a small group of larger businesses capable of being high-level members; request residents to make volunteer payments equal to a BID assessment as a member of the PDP; utilize the website and social media to provide exclusive preview of all PDP research, weekly message and identify a Board Member to assist staff in membership development.
- Identify a sustainable strategy for the PDP to grow as the Downtown CDC to implement the new Downtown Plan recommendations and enhance the quality of services it provides to Downtown stakeholders.
- Upon completion of the Downtown Strategic Plan, submit a request to DCED for up to \$500,000 annually through the Neighborhood Partnership Program. The application is due November 1st for delivery in February. Identify private sector partner(s), develop an MOU and submit the DCED application.

## RESOURCE REQUIREMENTS

The Pittsburgh Downtown Partnership assigns staff resources based on the requirements of the annual business plan. In order to maximize the effectiveness of the total resource mix, a percentage of certain staff may be assigned to PDP, TMA or BID in any given year.

### **President and CEO**

The President of the Pittsburgh Downtown Partnership is responsible for the fiscal health, program development, staff management, and accountability of the organization. The President will ensure that all requirements of the BID are fulfilled in a timely and professional manner. The President will provide management guidance to the Board of Directors, BID Committee and designated task forces. The President will lead in the development of this comprehensive Annual Business Plan for the entire organization.

### **Finance Director**

The Finance Director is responsible for the daily accounting functions of the PDP, maintaining all accounting records, reconciling bank account and records on a monthly basis, producing quarterly financial statements and for filing all needed payroll or other corporate reports. Normal procedures include the accounts payable requisition process, payroll, accounts receivable, and the system's record keeping process. The Director also serves as the computer network administrator including troubleshooting, problem solving and general upkeep of the organization's operating network.

### **V.P. of Marketing and Communications**

The V.P. of Marketing and Communications develops and implements the annual marketing plan, oversees the development and production of advertising and promotional materials, coordinates media activities, events and directs market research activities. The V.P. of Marketing promotes Downtown and the organization's activities within the community, working closely with the President to generate positive public relations stories about the work of the PDP/BID and the health of Downtown.

### **V.P. of Transportation and Parking**

The V.P. of Transportation and Parking is responsible for the management of the TMA and parking issues associated with Downtown Pittsburgh. The V.P. of Transportation and Parking is responsible for the planning, development, and implementation of all activities and initiatives associated with transportation and parking.

### **V.P. of Economic Development**

The V.P. of Economic Development will provide day-to-day administration of housing development and retail retention, expansion and recruitment and the advancement of Market Square. The V.P. of Economic Development will work closely with the PDP President on defined projects that further the development of Downtown Pittsburgh, as well as long-term relationship building to affect local residential and commercial real estate professional interaction with Downtown opportunities and challenges.

**Economic Development Manager**

The Economic Development Manager is responsible for all aspects of the Paris to Pittsburgh and retail development programs; management of merchants and real estate around Market Square; the PDP office strategy and support for all PDP economic development activity. The Economic Development Manager reports to the VP of Economic Development.

**Manager of e-Marketing and Promotions**

The Manager is responsible for all aspects of coordination, facilitation and content management of the PDP web site and production and distribution of the PDP electronic newsletter and social media communications. The Manager will complete all promotional work to advance the PDP marketing action items including assistance with retail promotions, events and collateral material. The Manager will report to the VP of Marketing.

**Program and Event Manager**

The Program and Event Manager is responsible for the implementation of all PDP events and activities. This includes the focused programming of Market Square and for the annual series of PDP Downtown events administered through the PDP Marketing Department including the annual meeting, Walk and Dine, membership, housing, transportation, office events; and Light Up Night and Holiday and others as determined. The Manager reports directly to the VP of Marketing.

**Receptionist/Administrative Assistant**

The Receptionist/Administrative Assistant is responsible to greet visitors; answer incoming calls; manage organization mail; type correspondence as required; set up meetings; organize Board and Executive Committee meetings, assemble and send out Board packets; order office supplies, pop, and coffee; help the marketing personnel with special events; manage the online parking reservations system; record all incoming checks in the Check Log; send out membership reminder letters quarterly; enter membership data in the database and on a membership spreadsheet; and send thank you letters to renewing and new members.

**Contract Staff, Consultants and Interns**

Contract staff may be used if the PDP cannot afford adequate staff, work requirements do not require a full-time employee, or peak workloads demand short-term assistance. Contract staff may also be used for specialized services such as security and maintenance. Where special expertise is required, consultants will be used as an appropriate alternative to staff resources.

## 2010 PDP Staff Allocation

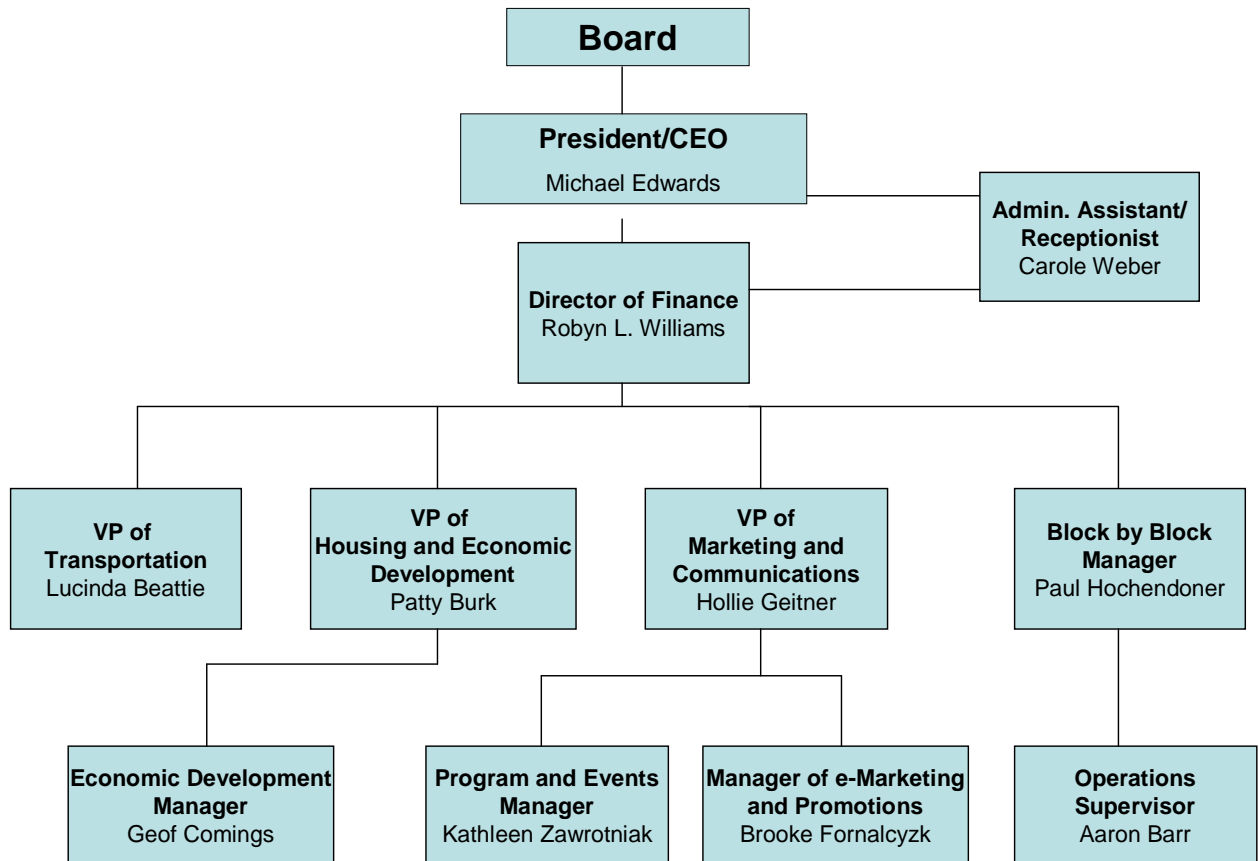
The following chart represents the estimated percentage *of time* allocated to PDP activities for each staff resource described above. **(The percentages below may change after the final budget is adopted.)**

<b>2010 Staff Salary and Benefits Allocation</b>						
	<b>Operations</b>	<b>Eco. Dev.</b>	<b>Housing</b>	<b>Transportation</b>	<b>Marketing</b>	<b>Admin.</b>
President and CEO	40%	8%	12%	15%	10%	15%
Finance Director	20%	5%	14%	15%	15%	31%
VP of Marketing and Communications					100%	
VP of Transportation and Parking				100%		
VP of Housing and Economic Development			100%			
Economic Development Manager		100%				
Manager of E-Marketing and Promotions					100%	
Program and Event Manager		70%			30%	
Receptionist and Administrative Assistant	20%	6%	15%	15%	14%	30%

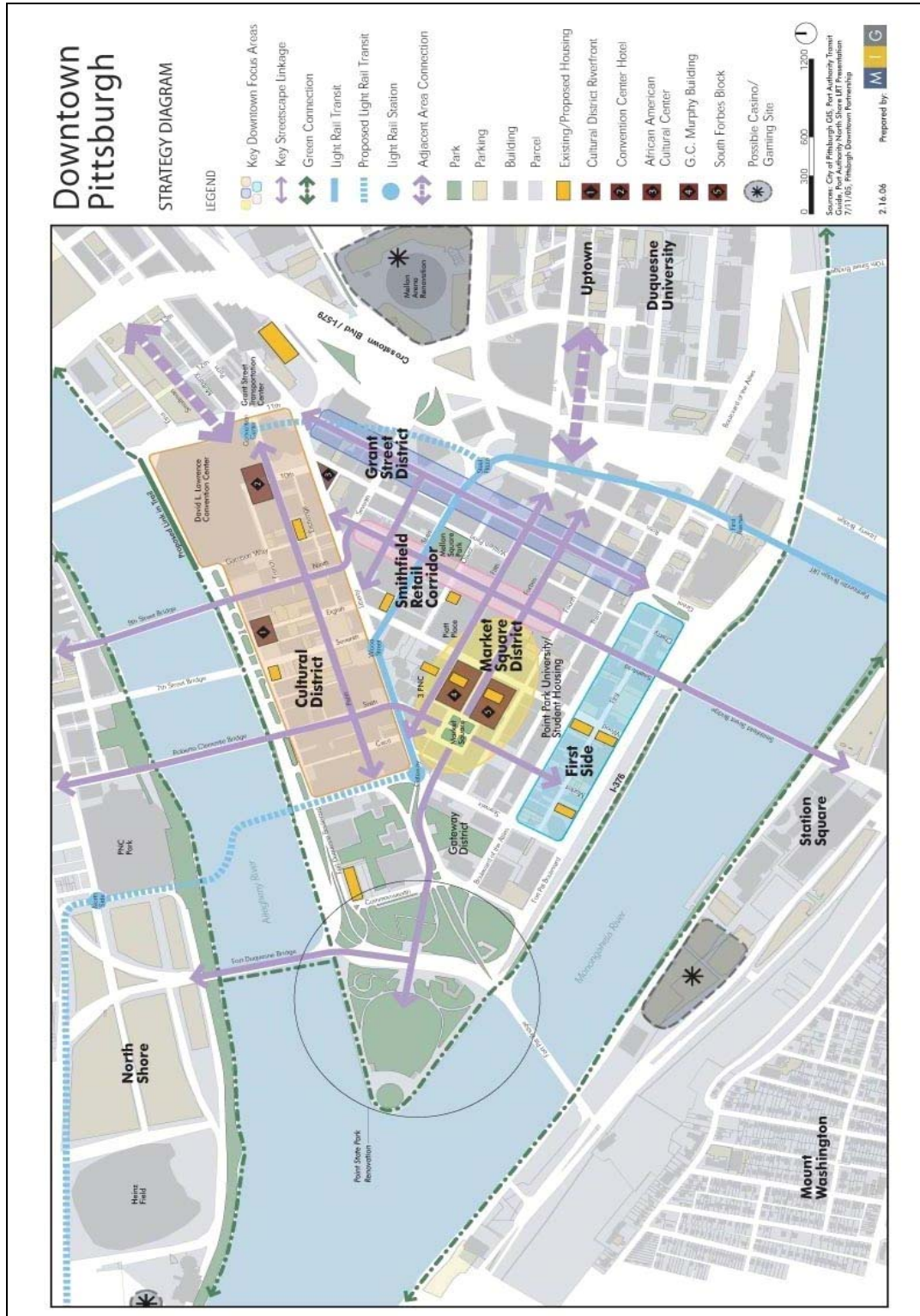
# PDP Organizational Chart

## Administrative Organizational Chart

2010 Pittsburgh Downtown Partnership



# Strategic Plan Graphic



**2010 PDP Budget****Pittsburgh Downtown Partnership  
2010 Budget**

	Operations	Programs	2010 Total Budget
Income			
40200 · BID Income	1,385,000	15,000	1,400,000
40205 · BID Assessments	0	0	0
40210 · BID Interest and Penalties	1,200	0	1,200
40215 · BID Income Allocation	0	0	0
40220 · BID Prior Year Collections	0	0	0
<b>Total BID Income</b>	<b>1,386,200</b>	<b>15,000</b>	<b>1,401,200</b>
40340 · Annl Mtg & Walk/Dine Tickets	10,500	10,800	21,300
40350 · Miscellaneous Earned Income	70,450	0	70,450
40355 · Advertising	3,600	0	3,600
40400 · Foundations	60,000	617,400	677,400
40450 · Sponsorship	232,500	25,000	257,500
40500 · Grants	211,278	0	211,278
40601 · Grocery Store Interest Earned	3,377	0	3,377
40602 · Interest Earned	3,500	8,375	11,875
40700 · Membership Revenue	200,000	0	200,000
40750 · Membership In Kind Income	0	0	0
40800 · In Kind Revenue	0	0	0
40850 · Grant Admin Income (10%)	94,370	0	94,370
40900 · Assets Released frm Restriction	0	0	0
40900 · Assets Released --- transferred from program to admin to cover personnel	270,482	(270,482)	0
40900 · Assets Released from CARRYFORWARD	0	2,092,909	2,092,909
49000 · Vacant Upper Floors Income	0	0	0
49050 · Upstairs-Loan Interest Payments	0	0	0
49100 · Upstairs-Startup Capital	0	0	0
49200 · Upstairs-PDP Reserve for Losses	0	0	0
49300 · Upstairs-Fee Income	0	0	0
49400 · Upstairs-Interest Earnings	0	0	0
<b>Total Income</b>	<b>2,546,257</b>	<b>2,499,002</b>	<b>5,045,259</b>
Expenses			
<b>Total Employee Salaries &amp; Benefits</b>	<b>767,465</b>	<b>0</b>	<b>767,465</b>
54000 · General Expenses	0	0	0
54010 · Rent	75,000	0	75,000
54020 · Storage	3,300	0	3,300
54050 · Supplies & Materials	3,000	0	3,000

54300 · Maintenance & Repairs	1,000	0	1,000
54400 · Grant Administration Expense	0	0	0
<b>Total General Expenses</b>	<b>82,300</b>	<b>0</b>	<b>82,300</b>
55000 · Office Expenses			
55050 · Office Supplies	12,000	0	12,000
55060 · Office Amenities	3,500	0	3,500
55100 · Office Cleaning	6,000	0	6,000
55200 · Ofc Equipment & Furniture	0	0	0
55250 · Ofc Equipment Rental	11,500	0	11,500
55300 · Postage / Delivery	12,000	0	12,000
55400 · Telephone/Internet/Fax	18,800	0	18,800
55450 · Cellular Equip	2,800	0	2,800
55500 · Computer Equip & Supplies	3,300	0	3,300
<b>Total Office Expenses</b>	<b>69,900</b>	<b>0</b>	<b>69,900</b>
56000 · Project / Program	1,175,702	2,388,709	3,564,410
57000 · Travel / Entertainment /Meeting			
57050 · Travel	12,000	0	12,000
57500 · Executive Entertainment	3,000	0	3,000
57550 · PDP Meetings	10,000	0	10,000
57600 · General Meetings	0	10,000	10,000
57610 · Annual Meeting	20,000	0	20,000
57620 · PDP Membership Expenses	8,000	0	8,000
57630 · Board Retreat	1,000	0	1,000
<b>Total Travel/Entertainment/Mtgs</b>	<b>54,000</b>	<b>10,000</b>	<b>64,000</b>
59000 · Marketing	0	0	0
59010 · Advertising	93,720	0	93,720
59012 · Photography	7,000	0	7,000
59020 · Printing / Brochures / Guides	47,500	0	47,500
59031 · Website	5,000	22,500	27,500
59039 · General Printing	10,000	0	10,000
59090 · E-Marketing	13,875	0	13,875
<b>Total Marketing</b>	<b>177,095</b>	<b>22,500</b>	<b>199,595</b>
60000 · In Kind / Donated Services	0	0	0
61000 · Professional Services	0	0	0
61050 · Legal	8,000	0	8,000
61100 · Accounting	0	0	0
61150 · Auditing	12,178	0	12,178
61200 · Payroll Service	1,800	0	1,800
61250 · Computer Support	17,000	0	17,000
61300 · Clean & Safe - trash cans	0	0	0
61350 · Outside Svcs/Contractors	26,205	0	26,205
61500 · Consultants	40,000	0	40,000
<b>Total Professional Services</b>	<b>105,183</b>	<b>0</b>	<b>105,183</b>

62000 · Prof Devlpmt / Dues / Subscript	0	0	0
62050 · Subscription & Publications	2,000	0	2,000
62100 · Memberships & Dues	3,500	0	3,500
62150 · Training / Conf / Prof Development	7,500	0	7,500
<b>Total Professional Dev/Dues/Subs</b>	<b>13,000</b>	<b>0</b>	<b>13,000</b>
63000 · Insurance	25,000	0	25,000
65000 · Interest & Fees	0	0	0
65050 · Bank Fees	2,000	0	2,000
65100 · Credit Card Fees	750	0	750
65150 · Interest on Loans	0	0	0
65200 · Finance Charges & Late Fees	0	0	0
69000 · Miscellaneous	26,000	0	26,000
70000 · Vacant Upper Floors Expenses	0	0	0
70100 · Upstairs-Legal	0	10,000	10,000
86000 · Depreciation / Amortization	46,304	59,419	105,722
86100 · Bad Debt Expense	0	0	0
99999 · Transfer To/From Programs	0	0	0
<b>Total Expenses</b>	<b>2,544,698</b>	<b>2,490,627</b>	<b>5,035,325</b>
<b>Net Income</b>	<b>1,559</b>	<b>8,375</b>	<b>9,934</b>

**2010 BID Budget Summary****Final 2010 PDP Budget:**

<u>BID Summary</u>	<b>2006</b> Actual	<b>2007</b> Actual	<b>2008</b> Actual	<b>2009</b> Budget	<b>2010</b> Budget
Projected BID Funds	1,180,000	1,240,000	1,280,454	1,340,000	1,400,000
Other Income	5,000	5,000	2,287	5,000	200
Interest Earned	25,000	60,000	10,000	10,000	1,000
<b>Total BID Income</b>	<b>1,210,000</b>	<b>1,305,000</b>	<b>1,292,741</b>	<b>1,355,000</b>	<b>1,401,200</b>
Clean & Safe	768,044	877,470	892,045	921,476	901,656
Marketing	201,988	167,885	116,293	183,284	240,772
Housing	50,701	77,116	77,564	50,000	0
Planning & Economic Dev.		54,500	51,710	32,240	36,681
Transportation	20,000	35,000	38,782	48,000	50,520
Administrative	164,701	93,029	116,347	120,000	171,571
<b>Total BID Expense</b>	<b>1,205,434</b>	<b>1,305,000</b>	<b>1,292,741</b>	<b>1,355,000</b>	<b>1,401,200</b>
<b>TOTAL REVENUE OVER EXPENDITURES</b>	<b>4,566</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<u>Percentage of BID</u>					
Clean & Safe	63%	67%	69%	68%	64%
Marketing	16%	13%	9%	14%	17%
Administration	14%	7%	9%	9%	12%
Others	7%	13%	13%	10%	6%
<b>Total BID Percentage</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Percentage of Operating****Budget****58%**      **54%****Percentage of Overall****Budget****15%**      **28%**

Prepared 10/21/09

