

Downtown Tucson Partnership

2009-2010 Annual Report



2010

**@ Downtown Tucson Partnership, 2010
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The Downtown Tucson Partnership is pleased to present its annual report for fiscal year 2009-2010. The Downtown Partnership is a collaborative effort between the public, private and non-profit sectors. Its mission is to promote, improve, and revitalize Downtown Tucson. Our organization facilitates public and private sector investment in Downtown Tucson.

The Downtown Tucson Partnership achieved a number of notable successes in 2009-2010, but continues to face challenges resulting from the current economic recession. Partly in response to these challenges, the organization has undertaken a major restructuring of its work program and financial base for 2010-2011.

Downtown Tucson's potential is unlimited and we remain committed to creating the building blocks for Downtown's success.

Sincerely,

Lisa Lovallo, Chairman

Michael Keith, CEO

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Appendix 1: Downtown Tucson Partnership 2009-2010 Financial Statements

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1. The Organization

1.1 Corporate Status

The *Downtown Tucson Partnership Inc.* is a 501(c) (6) corporation that was originally formed in 1998 as the Tucson Downtown Alliance. The name of the organization was changed in 2007 as part of a corporate restructuring process.

The Downtown Tucson Partnership also controls a subsidiary 501(c) (6) corporation, *It's Happening Downtown*, which became inactive in 2008-09.

1.2 Fiscal Year

The Partnership's fiscal year is from July 1 to June 30. This report summarizes operations between July 1, 2009, and June 30, 2010. It's Happening Downtown (IHD) is inactive and there are no financials. The financials for the Partnership are contained in Appendix 1 and 2 of this report respectively.

1.3 Board of Directors

The Partnership Board of Directors consists of over thirty individuals. While the Board always seeks to recruit strong individuals to its membership, it also works to ensure that a diversity of interests are represented. In 2009-2010, Board Membership consisted of the following individuals:

Chair: Lisa Lovallo, Chairman

Vice-chair: Larry Hecker

Secretary: Nancy Lutz, Tucson Pima Arts Council

Treasurer: John O'Dowd, Keegan Linscott & Kenon PC

Don Bourn, Bourn Partners

Jan Cervelli, University of Arizona, College of Architecture

Stacey Collins, Abby Office Centers

Michael Crawford, Mesch, Clark & Rothschild P.C.

Deb Dale, Armory Park Neighborhood

Beth Dell, Beowulf Alley Theatre Company

Jerry Dixon, Gadsden Company

Darryl Dobras, DBD Investments

Albert Elias, Sr., Old Pueblo Printers

Susan Gamble, Santa Theresa Tile Works

Karen Green, Neighborhood Council Representative

Larry Hecker, Hecker & Muehlebach

Chuck Huckelberry, Pima County Administrator

Mac Hudson, Menlo Park Neighborhood

John Humenik, *Arizona Daily Star*

Roger Karber, Diamond Rock Ventures

Mike Kasser, Holualoa Company

Maricella Solis de Kester,
 Mike Letcher, City Manager
 Nancy Lutz, Tucson Pima Arts Council
 Steve Lynn, Tucson Electric Co., UniSource Energy Corp.
 Jill Madden, Madden Media
 Omar Mireles, HSL Asset Management
 Renee Morton, Home Style Galleries
 Rick Myers, Southern Arizona Leadership Council
 Colleen Niccum, Raytheon
 John O'Dowd, Amado & Associates, CPAs P.C.
 Richard Oseran, Hotel Congress
 William Ponder, Arizona Historical Society
 Steve Quinlan, Long Realty
 Walter Richter, Southwest Gas
 Ron Schwabe, Peach Properties
 John Sedwick, Fourth Avenue Merchants Association
 Amanda Signori, Tucson Young Professionals
 Margo Susco, Hydra Leather & More
 Leslie Tolbert, University of Arizona
 Bob Vint, Vint & Associates Architects

1.4 Board Committees and Councils

The Downtown Partnership has a number of committees that assist in day to day operations. The active committees in 2009-2010 included:

- Executive Committee
- Finance Committee
- Governance Committee

The Partnership also seeks advice from a number of constituency councils, including:

- Merchants Council
- Neighborhood & Residents Council
- Property Owners & Employers Council
- Arts, Culture & History Council

1.5 Staff

The Partnership had approximately 30 staff positions in 2009-2010. Partnership staff was engaged in the following activities:

Economic Development
 Public and Government Relations
 Marketing and Events
 Maintenance and Security

Senior staff in 2009-2010 included:

Glenn Lyons, Chief Executive Officer from July 1, 2009-May 7, 2010
Michael Keith, Interim Chief Executive Officer from May 7, 2010-June 31, 2010
Cara Rene, Vice President of Community Development
Teresa Vasquez, Downtown Planner
Teresa Truelsen, Marketing
Brandi Haga, Administrator

1.6 Staff Changes

Glenn Lyons gave his resignation on March 30, 2010, with his last day being May 7, 2010. In the April Executive Committee meeting Michael Keith was appointed as interim CEO beginning on May 7, 2010.

2. Financial Performance

2.1 2009-2010 Fiscal Year

Financial statements for the Downtown Tucson Partnership are included in Appendix 1.

The Downtown Tucson Partnership reported a loss of \$47,475 from operations in fiscal year 2009-2010.

2.2 The 2010-2011 Budget

The Downtown Tucson Partnership has undergone a major restructuring of its sources of revenue for the 2010-2011 fiscal year. The Downtown Partnership secured a \$903,354 management consulting, maintenance and security contract with ParkWise. It also obtained a \$2,400 management contract with the Downtown Development Corporation for bookkeeping services. A \$53,000 six-month consulting contract with the City Manager's office was approved in October 2010.

Budget Cuts

The City of Tucson instituted mid-year budget cuts applicable to all agencies receiving funding including the Partnership's Enhanced Services Agreement. The reduction amounted to \$56,004 and follows cuts of \$51,369 from the previous fiscal year. Additionally City Council voted to eliminate the \$32,000 entertainment grant and their \$5,000 support for the Parade of Lights Festival (road closures). These funding reductions resulted in an amendment to the Enhanced Services Agreement dated March 11, 2010 entitling the Partnership to modify the scope of services as may be needed as a result of the reduced funding.

A copy of the approved 2010-2011 budget is attached in Appendix 2.

2.3 City Manager's Contract

The Downtown Partnership entered into a planning and development contract with the City Manager's Office for the remainder of the fiscal year 2009-2010 for a maximum of \$73,000. DTP will assist City Manager on such matters as formulation of standardized development agreements, specific development agreement negotiations, and master development planning for surplus COT-owned lands.

3. Economic Development Activities

In 2009-2010, the Downtown Partnership was engaged in a number of economic and urban development activities, including the following:

3.1 Congress Street, Broadway Boulevard, and Arizona Avenue

The Downtown Tucson Partnership continued to play a role in the design and implementation of the Congress, Broadway, and Arizona Avenue improvements associated with the development of the modern streetcar line in Downtown Tucson.

The Julian Drew Street Improvements began on Broadway and 5th Avenue in November 2009, undertaken by the City of Tucson. It utilized the remainder of the Rio Nuevo funded Downtown Infrastructure budget. The work required an amendment to Julian Drew's development agreement that was negotiated with DTP assistance.

3.2 ParkWise

The Downtown Tucson Partnership continued our working relationship this past year with ParkWise by providing services in marketing and management, parking administration and consulting, and facilities management and operations. Some of the highlights are:

- Creation of a "Park It!" map for downtown
- Informational flyers for the residential parking program
- Special Event parking updates
- Gem, Mineral, and Fossil Showcase banner
- Depot Plaza Garage Startup Oversight
- Parking Equipment Upgrades
- Expansion of maintenance responsibilities

This contract will be reviewed and approved every year in order to provide a mutually supportive relationship. The Downtown Tucson Partnership and ParkWise continue to work together to provide a safe, clean, and customer friendly parking environment for all downtown.

3.3 Façade Improvement Program

The Downtown Partnership is assisting the City of Tucson in the management of a façade improvement program in Downtown Tucson. The program offers interest-free, forgivable matching loans to owners of pre-1948 buildings in exchange of façade renovations that are backed by 10 year protective easements. Glenn Lyons wrote the program guidelines and chairs the Selection Committee; while Teresa Vasquez worked as the Project Manager in 2009-2010.

Renovations on 64 E Broadway began in January 2009 and completed in October 2009.

Rialto Block façade was completed in February 2010. The success of the improvement was immediately evident as the owners were able to lease the exhibition space for the internationally acclaimed “Bodies” exhibit in June 2010.

Screening Room marquee was officially lit on October 30, 2009. Screening Room bookings were up over 50% in the first few months after the renovation.

In May 2010 Glenn Lyons presented a report on the Façade Program to the Rio Nuevo District Board to fund a second phase, suggesting that as TIF revenues increase, the board may wish to fund some smaller high-impact projects to establish an early record of success.

3.4 The MacArthur Building

The Downtown Partnership assisted the City of Tucson in the sale of the historic MacArthur Building and an associated lease for a surface parking area. Glenn Lyons played an important role in the negotiations that led to the sales agreement. The sale was completed in November 2008 and employees moved into the space in the fall of 2009.

3.5 The Montgomery Ward / Roy Place Building

The Downtown Partnership continued to assist Pima County in the sale of the historic former Montgomery Ward building, designed by Roy Place, a prominent local architect. Renovations to the building façade began on November 30, 2009 with an expected completion date October 22, 2010. Negotiations were begun with the University of Arizona’s College of Architecture and Landscape Architecture to lease the renovated historic structure.

3.6 Convention Center and Related Commercial Development

The Downtown Partnership has been assisting the City of Tucson in its discussions with interested commercial developers in the Convention Center area. As part of ParkWise contract, DTP has worked with the Convention Center Hotel team on proposed hotel parking structure. This parking project is dependent upon the proposed Hotel obtaining financing and City of Tucson and Rio Nuevo approvals.

3.7 301 Paseo Redondo

The Downtown Partnership is assisting The City of Tucson in the sale for development of the 1.1 acre site, formerly known as Presidio Terrace. In October 2008, in the face of the world financial crisis and real estate bust, the RFQ for this project was postponed. The Downtown Partnership expects to begin work with the City of Tucson on this project, when the real estate market in Tucson recovers.

3.8 Affordable Housing Projects

The Downtown Partnership is working with the City of Tucson and potential affordable housing developers in the Downtown area. Included in this are two potential developments by the Primavera Foundation, a potential development of surplus Downtown LINKS lands, and an RFQ (to be managed by the Downtown Partnership) in Barrio Anita.

3.9 Downtown Development Corporation

The Downtown Partnership was hired by the Downtown Development Corporation (DDC) to act as their business manager in June 2009. The Downtown Partnership and the DDC intend to work together on real estate developments in the future.

3.10 Coronado Hotel

Glenn Lyons was hired by the City of Tucson to negotiate the sale of the Coronado Hotel. A sale was completed in November 2009 for \$760,000.

3.11 Land Use and Sign Codes

The Downtown Partnership is working with the City of Tucson in a process that should lead to improvements to the Land Use and Sign Codes regarding downtown development.

3.12 Downtown Revitalization Strategy

The Downtown Tucson Partnership is working on a revitalization strategy which emphasizes the need to private sector reinvestment in the Downtown. A draft report was presented to the Downtown Partnership Board of Directors. Meetings concerning the draft plan were held with various interest groups and the general public from January 2009-November 2009 with over 400 people attending. The report was well received with numerous constructive comments.

3.13 Sale of Surplus City of Tucson Owned Properties

The Downtown Partnership and the City of Tucson presented potential COT-owned sites for possible sale in 2010 including:

- All or part of the Convention Center lands located between Granada and the I-10 frontage roads, and between Congress and Cushing;
- 301 Paseo Redondo Drive (Presidio Terrace);
- The former Volvo site on Broadway; and
- The Access Tucson Building, if Access Tucson is relocated

3.14 Jacome Plaza

The Partnership and Office of the Mayor co-sponsored the \$92,000 landscape improvements to Jacome Plaza. DTP paid for the design plans. Construction costs were paid for through the Mayor's Back to Basics funding. Construction began in January 2010 and the Plaza was dedicated for public use on April 28, 2010.

3.15 Bus Tours

On December 17, 2009, the Partnership offered a free bus tour to view the newly renovated McArthur building. Approximately 50 people attended the tour. On February 5, 2010, Raytheon and DTP brought 45 staffers downtown for a 2-hour tour highlighting private/public sector progress. Additional tours and new concepts for reaching more audience are being discussed for 2010-2011.

3.16 Modern Street Car

On February 18, 2010 the Modern Street Car received \$63 million from the Federal Transportation Administration, clearing the way for construction to begin on the Modern Street Car line by summer 2011. The Downtown Partnership continues to work closely with the Regional Transportation Authority (RTA) through a \$25,000 consulting contract. The Partnership will provide expertise and positive advocacy toward the successful completion of this project.

3.17 Armory Park Senior Bldg

DTP staff played a key role in Urban Innovation's decision to construct a 6-story, 140-unit senior housing project on Gadsden Development property in the Mission District west of Interstate 10. The project, which received the largest tax credit allotment for affordable housing the history of Arizona, is scheduled to begin construction in the spring of 2010.

4. Community Development

In 2009-2010, The Downtown Partnership strengthened its relationships with Cox Communications, Raytheon, Fourth Avenue Merchants Association (FAMA), Main Gate Square and others. This effort is not only to garner support in the goal of revitalizing Downtown, but also to build a strong foundation of groups that also will benefit from sharing in a vibrant city core.

4.1 Entertainment Zone

To distinguish Downtown as Tucson's premier entertainment destination (performance venues, restaurants, shops), the Downtown Partnership is working with FAMA and Main Gate Square to brand a zone that includes three distinct districts (Main Gate, Fourth Avenue and Congress Street/Downtown). This "greater" Downtown concept will conceivably allow for more robust marketing opportunities leading to increased audiences and success for all.

4.2 Sustainable Messaging

Relationships with media organizations are integral to successful messaging about Downtown. Cox Communications/Cox Media, Tucson Newspapers, KVOA, AZ Public Media, KXCI, KVOI and Clear Channel Radio, among others; have supported the Downtown Partnership through trade opportunities that have allowed for citywide visibility. These media outlets are valued partners in growing Downtown and are part of the conversation on how to best make that happen.

4.3 Messaging Tools

The Downtown Tucson Partnership's messaging tools include the *Downtown Tucsonan* magazine and the *DowntownTucson.com* website. The magazine will undergo a redesign; changes in content and focus are already taking place. The website is the focus of an effort to increase news content and, therefore, daily traffic.

The website continues to see growth in readership and online page visitors with an estimated 42,000 page views a month.

The website saw a spike in traffic in August 2009 due partially to major event information being posted on the site (opening of Fourth Avenue underpass). However, the growth in traffic reflects that the site is rapidly becoming *the* go-to source for information about Downtown. The site is on track to have its busiest year yet. Sustained marketing, generation of fresh content and a sustained initiative for attracting new e-subscribers will push DowntownTucson.com to the next level of viability and feasibility.

Attracting future revenue from online advertising is a goal of this initiative.

The Partnership made efforts to change the format and content of the *Downtown Tucsonan* magazine. These changes were embraced by the community, contributing to the success and increase in advertising sales. The *Downtown Tucsonan* extended its advertising area to include Fourth Avenue and beyond the business improvement district boundaries. Advertising increased in February 2010 to \$7,000, the highest

this fiscal year, despite the recent price reductions in advertising rates. Circulation increased from 15,000 to 25,000 for selected publications due to the inserts in the Arizona Daily Star which targeted selected zip codes.

Work continues on the redesign of DowntownTucson.com. Raytheon is contributing staff resources to design the website. That work is nearing completion. Building the site will follow and we will be obliged to purchase a new server to replace our antiquated system in the next fiscal year. The new website will be more interactive and will allow us to be proactive in sending out newsletters, etc. Our daily news reporting continues on the website. Much of this material is being reverse-published for the *Downtown Tucsonan*.

In conjunction with its website, the Partnership opened a Facebook account. A Twitter account is also being considered along with other social media outlets to increase marketing outreach.

4.4 Constituency Councils

The Downtown Tucson Partnership continues to work with the Merchants Council to restructure it into a stronger entity that attracts sustained participation.

The Downtown Partnership also continues to hold monthly meetings with its Downtown Neighborhood and Residents Councils. DNARC is designed to be an information exchange between the Downtown Partnerships and the surrounding neighborhood associations.

The Arts, Culture & History Council will continue to work with the Downtown Partnership to bring a visual arts component to First Night. The Downtown Partnership will work with all of its councils on marketing initiatives aimed at increasing visitors to Downtown.

4.5 Events

Events are one of the most visible ways to attract visitors Downtown. The Downtown Tucson Partnership produces several events each year. For 2009-2010, these included:

- Latin Jazz Festival (September)
- Downtown Parade of Lights (December)
- First Night (December)

The Downtown Partnership also supports other events by giving financial, marketing/promotion, security or maintenance assistance. These included:

- Second Saturday's
- Cinema La Placita (Summer/Fall)
- Welcome to Tucson (September)
- Tucson Meet Yourself (October)
- Margarita Competition – Tucson Culinary Festival (October)
- El Tour de Tucson (November)
- Dillinger Days (January)
- Carnaval Festival (February)

Fiesta Grande (March)
 Arizona International Film Festival
 9 Queens Competition (April)
 Tri-Neighborhood Chili Cook-Off (May)

In 2009-2010, the Downtown Partnership was heavily involved with planning, coordinating, promoting and executing the Grand Opening Party for the Fourth Avenue Underpass which was held in August 2009. The Downtown Partnership also took the initial steps in organizing the Dia de los Niños festival scheduled for early May 2010.

4.6 Corporate Support

Financial support continued to play a major role in the success of large community events in downtown Tucson. Raytheon and Cox Communications contributed \$20,000 to First Night. Wells Fargo contributed \$5,000 to the Latin Jazz Festival.

Board members and Partnership's staff also contributed to the Partnership's success. These contributions included John O'Dowd (\$1,000), Renee Morton for the Jewish Museum and Borderlands (\$1,000), Glenn Lyons for the Jewish Museum (\$500), Larry Hecker for The Screening Room (\$450), Marilyn Arber for Beowulf (\$225), and Steve Lynn for Beowulf (\$225), and Providence Corporation (\$5,000). In addition, TEP has made a voluntary BID contribution for the Santa Rita Block (\$11,500). Partnership staff contributed approximately \$3,000 to date through furlough days.

5. Maintenance and Security

The Partnership operates auxiliary street maintenance and security functions under the Business Improvement District contract with the City of Tucson. Operations are summarized as follows:

5.1 Maintenance Activities

The maintenance team is responsible for providing their services for the Business Improvement District (BID) area. The staff works from early morning to mid-afternoon on weekdays and more limited hours on the weekends.

Staff are responsible for maintaining the sidewalks, flower pots, trees, trash cans and ashtrays, watering plants, painting and/or cleaning traffic signals, walls, business fronts and doors daily. The staff maintains and paints curbs within the BID area whenever the City's Transportation Department requests their assistance. Additionally, staff act in the capacity of an Ambassador to downtown visitors by handing out maps or brochures as needed.

5.2 Security Patrols

Downtown Security personnel are the eyes and ears of the Tucson Police. They assist the Tucson Police Department by responding to lower priority calls from members of the BID. As a result, Tucson Police officers are free to answer the more serious and emergency calls. The Security staff provides a quick response to call for service and deterrence to criminal activity within the BID area.

Staff patrols on foot, on bicycle, and on an electric motorcar. Security Officers often keep business access and city sidewalks free of pan-handlers and those who try to disrupt or degrade the smooth and free flow of pedestrian traffic. The security patrol staff have several key responsibilities: to provide a visible deterrent to inappropriate or illegal behavior, to report dangerous or illegal behavior to the police, to interact with merchants, to identify and report problems or concerns, and to provide a feeling of safety and support to the general community. Security is also responsible for maintaining a presence during outside performance venues on downtown show nights and special events.

The security staff provides escorts to citizens and merchants working downtown, or anyone who feels unsafe, to or from their cars.

6. Looking Forward to 2010-2011

The Downtown Tucson Partnership is looking forward to assuming new roles and responsibilities in fiscal year 2010-2011. The Downtown Partnership has established a closer working relationship with the City of Tucson, having assumed new responsibilities at ParkWise. It is also beginning to assist the City Manager's office on Downtown development matters.

The Downtown Partnership is also providing advice and support to the Rio Nuevo District Board as it begins to assume new responsibilities in managing the Rio Nuevo program. The Downtown Partnership's new role managing the Downtown Development Corporation also present opportunities to become more directly involved in Downtown development projects.

The Partnership recognizes the special role that it plays in the downtown revitalization process. This effort must take many forms including:

- Leading an on-going public discussion regarding the merits of downtown, its prospects, opportunities for development, and the forms that it may take;
- Engaging in marketing and promotional activities designed to increase or improve the public's awareness, attitude, and use of downtown;
- Assisting downtown public institutions and non-profit agencies in efforts to offer arts, cultural, entertainment, and social activities within the downtown;
- Assisting the City of Tucson, RTA and the Rio Nuevo District Board in their efforts to invest in public infrastructure and public facilities in Downtown Tucson;

- Working with the City of Tucson to ensure that its entitlement processes encourage innovation and are responsive to the special needs of downtown developments;
- Assisting the City of Tucson and Pima County in the disposition of surplus downtown land and buildings;
- Working with the private sector to develop investment opportunities including the compilation of a funding database compendium the creation of an economic development model to assist with business start-ups in the downtown business district; and
- Generally assisting private sector downtown developers in their dealings with government, adjacent communities, and the general public.

Appendix 1: Consolidated Financial Statements – Downtown Tucson Partnership

Downtown Tucson Partnership Balance Sheet Year End June 30, 2010

ASSETS

	June
Current assets:	
Cash and cash equivalents	\$ 28,399
Accounts Receivable:	
<i>Property Based Assessments</i>	207,765
<i>Downtown Tucsonan Advertising</i>	1,005
<i>Service Contracts, Project Fees, Memberships</i>	48,527
<i>IHD</i>	0
Prepaid expenses	3,145
Deposits (State Fund only)	2,339
Total current assets	<u>291,179</u>
Leasehold Improvements	0
Property and equipment	119,910
Less accumulated depreciation	<u>(98,609)</u>
	21,300
	0
Total Assets	\$ <u><u>312,479</u></u>

LIABILITIES

Current liabilities:	
Accounts payable	\$ 46,465
BAM Liability	9,238
Accrued wages	34,720
Payroll taxes payable	7,568
Payroll Funds Liability	40,000
DDC Line of Credit	75,000
Line of Credit Chase and Wells Fargo	48,366
Deferred revenue (Back To Basic grants and City of Tucson payment)	<u>32,915</u>
Total current liabilities	294,273

Long-term liabilities	
Jeep Patriot Loan	16,357
Maintenance Equipment Capital Lease	<u>0</u>
Total liabilities	310,630
Retained Earnings	49,324
Net Income	<u>(47,475)</u>
Total Liabilities and Net Assets	\$ <u><u>312,479</u></u>

Appendix 2: Downtown Tucson Partnership 2010-11 Budget

Downtown Tucson Partnership Budget 2010-11 Approved by Board

Revenues	2010-11 Budget
BID Fees	\$ 373,390
County BID	\$ 18,181
COT - Enhanced Services	\$ 220,000
ParkWise - Enhanced Services	\$ 30,456
COT - City Manager's Contract	\$ 53,000
Regional Transit Authority	\$ 25,000
DT Development Corporation	\$ 2,400
Non-BID Member Contributions	\$ 11,500
Event Sponsorships	\$ 25,000
Event Ticket, Merchandise, Vendor Fees	\$ 31,500
Advertising Revenues	\$ 60,000
ParkWise Mg't Consulting	\$ 125,700
ParkWise Maint. & Security	\$ 678,179
Other Income	\$ 8,500
Revenue Contingency	\$ (20,000)
Total Revenues	\$ 1,642,807
Expenses	Itemized
Management Salaries	\$ 228,844
General & Administration	
Bookkeeping/Accounting 26 hrs per month	\$ 9,600
Accounting - Tax	\$ 4,000
IT/IS Services	\$ 2,000
Admin. Salaries & Benefits	\$ 37,187
Contracted CEO	\$ 31,250
Attorney Fees	\$ 1,000
Bank & Visa Fees	\$ 5,000
Insurance General	\$ 25,000
Interest Expense	\$ 20,000
Memberships	\$ 2,018
Office Phones/Internet/Copying	\$ 5,000
Office Rent	In Kind
Office Supplies	\$ 5,000

Postage	\$	800
Training & Travel - Management	\$	1,800
Miscellaneous Office	\$	1,500
G & A Subtotal	\$	151,155
Community Development		
Events	\$	88,879
Event Insurance	\$	4,000
Bus Rentals (Tours)	\$	1,800
<i>Downtown Tucsonan</i>	\$	60,000
Web Site - Excluding Content	\$	20,000
Community Dev Subtotal	\$	174,679
Economic Development		
BID Expansion Advertising	\$	-
Other	\$	5,400
Economic Development Subtotal	\$	5,400
Expenses		
Enhanced Services Maintenance and Security		
Salaries and Benefits	\$	265,191
Auto Insurance	\$	6,643
Cell Phones	\$	7,800
Drug Testing	\$	600
Employee Bus Passes	\$	5,040
Equipment Leases (Lifts)	\$	1,560
Equipment Repair	\$	8,000
Fuel	\$	6,000
Maintenance Supplies	\$	6,500
Security Supplies	\$	4,000
Training - In House	\$	3,000
Uniform costs	\$	2,400
Miscellaneous	\$	1,000
Warehouse Rent		In Kind
Enhanced Services Subtotal	\$	317,734
Fee for Service Contracts		
ParkWise Management		
Salaries & Benefits Management Billable	\$	42,360
Strategic Planning & Senior Adm	\$	45,576
ParkWise Management Subtotal	\$	87,936
Park Wise Operations		
Salaries & Benefits	\$	548,268
Uniforms	\$	4,000

ParkWise Operations Subtotal	\$ 552,268
Subtotal Expenses	\$ 1,518,016
Expense Contingency	\$ 20,000
Expenses w/ Contingency	\$ 1,538,016
Net Surplus (Loss) B/ Depreciation	\$ 104,791
Depreciation	\$ 17,220
Net Surplus (Loss A/Depreciation)	\$ 87,571
Add back Depreciation	\$ 17,220
Subtract Capital Purchases	\$ (6,500)
Subtract Jeep Loan Payments	\$ (5,000)
Subtract DDC Loan Repayments	\$ (24,000)
Subtract Wells Fargo Loan Payments	\$ (24,000)
Subtract AP from 2009-2010 remaining	\$ (30,000)
Subtract Deferred Revenues	\$ (36,500)
Net Cash Flow	\$ (21,209)