



BOARD MEMBER ORENTATION PACKET
2021

Table of Contents

• DBBA Mission	3
• DBBA & Friends of Downtown Bend – Legal set up	3
• DBBA & Friends of Downtown Bend - Board of Directors	3
• Funding	
○ EID.....	6
○ Revenue Streams	8
○ Fundraising	9
○ Grants	10
○ Donations	10
○ Sponsorships	10
○ 5-year budget review/recap	10
○ Banking overview	11
• Scope of Work	
○ Beautification	13
○ Culture	17
○ Marketing & Branding	19
○ Communication & Education	22
○ Connection to the Greater Community	23
○ Fundraising	24
○ Advocacy	25
○ Planning and Development	26
• DBBA Staff	28
• Board Goals	28

DBBA Mission Statement

To improve the economic vitality of Downtown Bend by enhancing the experience, image, and lifestyle of the Economic Improvement District (EID).

Legal Structures

The Downtown Bend Business Association (DBBA) is a 501c6

- The DBBA was founded in 1982 as “Bend’s Economy Needs Downtown, Inc”, in 1991 it became the “Bend Downtowners Association”, and in 2008 it became the “Downtown Bend Business Association”
- Secretary of State Report (Appendix A)
- DBBA Bylaws – Attached (Appendix B)

The Friends of Downtown Bend is a 501c3

- Friends Mission Statement: The purpose of the Friends of Downtown Bend is to support the charitable activities of the Downtown Bend Business Association.
- Friends was founded in 2016
- Secretary of State Report (Appendix C)
- Friends Bylaws (Appendix D)

Internal Legal Management

- It should be noted here that all other legal matters, risk analysis, legal contract review, etc. is done internally by our Administrative Director.

Who is Responsible for Legal Management?

Executive Director: Oversees staff & processes, authorized signer, communicates with board president.

Administrative Director: Manages and tracks all legal documentation, filing, etc. Works with DBBA attorney & CPA

Board President: Oversees legal structure and filings, on legal paperwork

Secretary – Listed on legal paperwork

Board of Directors

DBBA and Friends Board Meetings happen at the same time. Separate minutes are taken for each organization. All agendas and minutes are public and can be found on our website. We are required to follow Oregon State Open Meetings Laws (Appendix E, provided electronically), and because we are affiliated with Oregon Mainstreet (OMS), we are required to follow OMS regulations (Appendix F – provided electronically).

Board Make up

- DBBA
 - Between 7 and 12 members, 60% must be business and building owners in the district
 - Must have a President, Vice President and Secretary
 - 3 ex-Officios, City Staff, City Councilor, and our newly established position for a Social Diversity and Equity Coordinator
- Friends of Downtown
 - Must have between 3 and 8 directors
 - Must have a President, Vice President and Secretary

Executive Committee (for both boards)

- Comprised of: President, Vice President, Treasurer and Secretary

- Roles and responsibilities of board directors & executive committee members (Appendix G)
- Voting for the Executive Committee
 - After the first board meeting, ballots for Executive Roles will be provided by the Executive Director. You can nominate yourself or another person. Every board member is required to nominate someone, and nominations are confidential. The Executive Director will tally the votes and then contact the most voted for nominee and verify if they are able and willing to accept the position.
- Terms
 - Position terms are for one year.

Board Culture

- Participation
 - Board directors are required to attend in all board meetings. Meetings are held once per month, and usually last about 2 hours.
 - All board directors are required to participate in board discussions. The board president will frequently 'role call' to hear the position of each director on any given topic. Your voice is important.
- Representation & Accountability
 - You are in an elected position. Your responsibility is to the people who elected you. It is your responsibility to communicate with stakeholders and keep a pulse on their needs and opinions. This might mean that you are representing an opinion that is different than your personal opinion.
 - Because you are in a leadership role, you might be approached by someone in the community with a request that you lead the board or downtown in a certain direction. This could be a member of the public, a local organization, another leader in the community – or even the Mayor or a Councilor. In these cases, your responsibility is still to your stakeholders, and it is important that you represent the needs of the stakeholders and support the decisions of your fellow board members – especially with other community leaders and members of the public. If the entire board has made a decision on a specific topic, it is your responsibility to back that decision. You are part of a team.
- Constructive Conflict
 - Conflict, while often avoided, is not necessarily bad. In fact, conflict can be good for organizations because it encourages open-mindedness and helps avoid the tendency toward groupthink that many organizations fall prey to. The key is learning how to manage conflict effectively so that it can serve as a catalyst, rather than a hindrance, to organizational improvement. Creative conflict in the workplace produces new thinking, raises valuable questions, builds relationships, opens minds and beats stagnation. Having a healthy conflict in an organization allows you to fully express your genius, ideas, feedback and disagreements in a safe environment. Organizations that avoid conflict avoid change. Avoiding change is futile and can lead to the demise of even successful organizations. Companies that encourage staff to approach conflict in positive and productive ways can beat the stagnation that challenges the ability to continue to provide customers with new and innovative solutions to meet their needs.



Remote Meetings

- We request that you follow these guidelines for video meetings:
 - Be fully present
 - Have your video on the entire time
 - Stay engaged and refrain from multi-tasking
 - Set yourself up in a location free from children, pets and other distractions
 - Educate yourself on Zoom functions and use them (chat box, etc.)

Board Agendas

- The board meeting agendas are created by the Executive Director and the Board President. If you have a topic that you'd like discussed at a board meeting, please submit that topic to the ED and President. Agendas are created 10-12 days before a board meeting, so please remember that your request may or may not make it onto the agenda, depending on what else has been scheduled and/or needs to be discussed. Please submit your requests as timely as possible.

Board Committees

- Requirements
 - See page 52 in the OMS Handbook, Appendix F
 - DBBA to develop committee policies, procedures, roles & responsibilities document this year
- History
 - The DBBA had tried to run committees in the past, but has never been able to sustain them. After review and discussion the main reason for failure that was identified is not setting the committees up with a specific chairperson (and instead putting this responsibility on the ED) and second, the committees were not set up with clear guidelines & permissions to take action steps without board approval.
- Future
 - Previous DBBA Boards have expressed an interest in setting up committees following recommend guidelines. By having working, functional committees, the DBBA could not engage more stakeholders to participate, thus enrolling more collective wisdom, knowledge & experience. The DBBA could also become more effective by building their 'work force', and the DBBA could build board candidates through committee service.
- Board Responsibilities
 - Roles and responsibilities of board directors & executive committee members (Appendix G)

Who is Responsible for Board Management?

Executive Director: Manages director terms, paperwork, board agendas, guest speakers, website updates, etc.

Administrative Director: Creates documents & forms

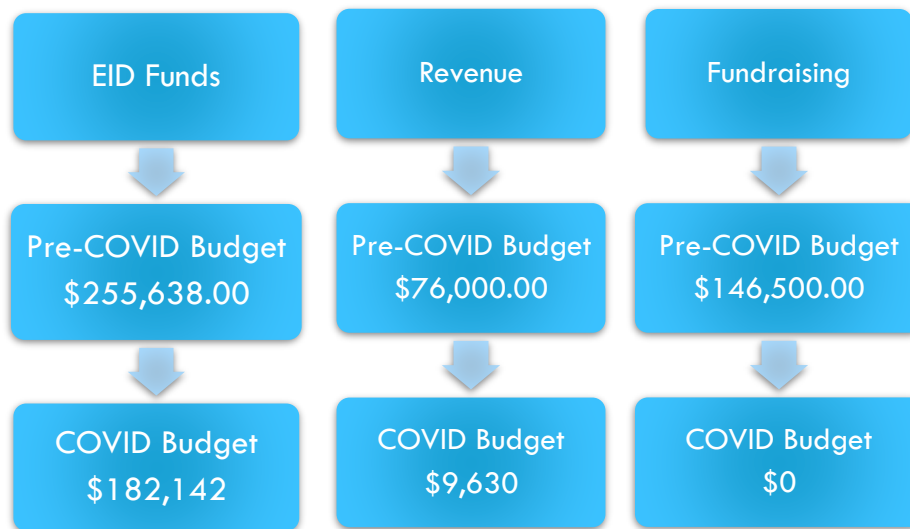
Board President: Manages other board directors

Funding

The DBBA is funded in three different ways. EID funds, Revenue-generating programs, and Fundraising efforts. The goal is to have EID Funds cover all of the EID services, and the Revenue and Fundraising funds provide for additional projects and beautification efforts in Downtown Bend. Currently, however, Revenue and Fundraising are covering the deficit of the EID budget. Here is the FY 2021/2022 Budget breakdown:



Below is a quick chart reflecting what our 2020 budget was pre-COVID and post-COVID.

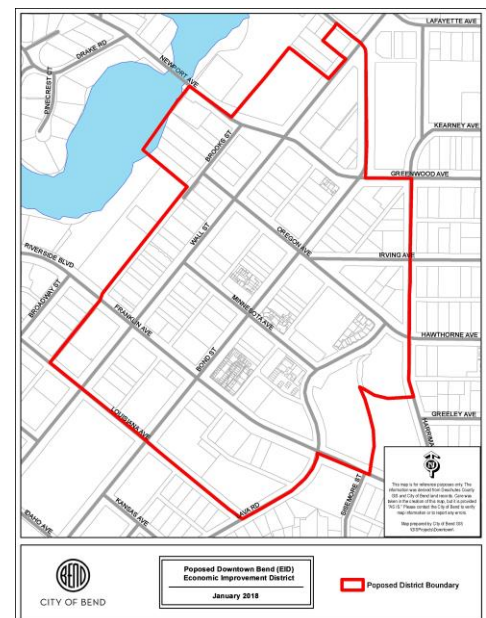


The Economic Improvement District (EID)

What is an Economic Improvement District (EID)?

Economic Improvement Districts (“EIDs”) are public-private partnerships in which local property and business owners elect to make a collective contribution to the maintenance, development, and promotion of their property. EIDs provide a unique and straightforward economic and community development tool for municipalities, developers, and property owners because they allow targeted control, financing, and development of projects without creating an additional financing burden on taxing units. Oregon EIDs were established under ORS 223.114 (Appendix H).

- The EID is an agreement between the DBBA and Building Owners AND between the DBBA and the City of Bend. (This can be tricky to manage as the interests might be different at times)
- Oregon EID’s can be for a term of 3 years or 5 years. Downtown Bend has always had a 3-year EID.
- The City collects the EID payment for us, and can put a lien on any building that does not pay their EID bills.
- The City collects between 3% and 5% (~\$11,250) for this service
- Each building owner gets a vote equal to their square footage. So, larger stakeholders have weighted votes. We have 111 buildings, and ~80 building owners, for a total of 1,022,553 square feet of billable commercial space. (Appendix I). Our 6 largest stakeholders are:
 - Doubletree Hotel (66,453 square feet)
 - Franklin Crossing (63,969 square feet)
 - Oxford Hotel (59,934 square feet)
 - Columbia Bank (52,534 square feet)
 - McMenamins Hotel (47,691 square feet)



- First Interstate Bank (43,101 square feet)
- To Note:
 - These 6 stakeholders make up 333,682 square feet or 32.6% of the square footage.
 - The largest EID bill is \$16,613.25, and the smallest EID bill is \$303.75
 - Current Oregon State law designates that residential square footage can not be taxed, we could work with other downtowns and OMS to change this law. In other states, like California, commercial and residential are levied at different rates.

How the EID is established

- The DBBA Board of Directors decide the scope, rate, duration, and boundaries of a new EID proposal
- DBBA presents to City Council about a proposed EID (scope, rate, boundaries, duration)
- Council votes on whether to move forward with to establish an EID or not (we call it a renewal, but it's really a new EID)
- Building owners are sent notices from the City of Bend outlining the EID proposal
- DBBA meets with building owners to help the understand the value of the EID proposal
- City Council holds a remonstrance hearing, where the DBBA needs a 2/3 majority of building owners (by square footage) to state their support.
- The absence of a response is considered a “yes” vote.
- Building owners that do not agree can share their ‘no’ vote and feedback in person at the hearing or via a letter to City Council.

Items that can be changed during an EID renewal (& considerations for those items)

- Commercial square footage rate
 - What is the inflation rate? (Recommended: We try increasing annually to account for this)
 - What external factors will impact rates for the next 3-5 years (IE – Minimum wage increasing)
- EID Boundaries
 - We are required to offer our service uniformly throughout the district. What partnerships do we need in order to expand our boundaries? How can we plan for this in the future?
 - Expanding boundaries takes an incredible amount of communication and relationship building prior to the vote. I would recommend that we are always considering expansion at least one EID cycle out.
- Scope of work
 - Is this something we can commit to for the duration of the EID?
 - Does a 3-year budget show that we have the financial capacity to achieve this work?
 - Do we understand the scope and have we done a full assessment of any new programs/services?
 - If promised services require partnerships, do we have contracts securing all of these before we go to vote?
- Duration of EID
 - 3 years or 5 years

What are the parameters of our current EID?

- \$0.25 per square foot of commercial space in the FY 2021-2022, \$0.26 in the FY 2022-2023, and \$0.27 in the FY 2023-2024.
- June 2021- July 2024
- EID Current Map (Appendix J)
- EID Agreement (Appendix K)

What is the history of the EID?

- Renewed in 2021, beginning at \$0.25, and increasing annually. Began a 1 cent per year increase to account for inflation.
- Increased from \$0.18 to \$0.25 in 2018 (39%)

- Note – this was the first increase in 6 years and served to cover inflation costs over those years & increase in population (downtown impact/scope of work) during that time. This increase did not pay for additional services.
- Expanded boundary to include Oregrown in 2018
- Renewed at \$0.18 in 2015
- Increased from \$0.11 to \$0.18 in 2012 (64%)

What is the plan for the next EID?

We do not currently have a proposal for the next EID, and that is something that the board will be working on in the coming months. If we are planning a large change (expansion, large increase, etc. – we will need 18-24 months to prepare)

Who is Responsible for EID Management?

Executive Director: Manages and tracks all EID square footage changes, payments, etc. Manages relationship with Deschutes County, COB, City Council and Deschutes County. Plans and prepares for renewal, tracks services and projects.

Administrative Director: Assists ED with above scope

Board: Votes for EID structure changes, meets with building owners as needed, attends City Council meetings for this topic.

DBBA Revenue Generating Programs

The Downtown Bend Banner Program

The DBBA Manages 91 banner poles, 135 banner placements in Downtown Bend. Some poles have spaces for two banners (doubles) and some poles have spaces for 1 banner (singles). Banner advertising is sold to community groups, organizations and businesses.

- Gross Income generated by the banner program
 - 2018/2019 - \$8,181
 - 2017/2018 - \$7,100 (lower due to trade)
 - 2016/2017 - \$9,700
 - Income Possible - \$49,275 (All 135 banner placements sold for 365 days of the year). We also have light posts that do not currently have banner poles, and we could invest in expanding our banner program.
- Expenses
 - Expenses were not previously tracked by programs, so we do not have historical data.



The Downtown Bend Directory Kiosk Program

- Gross Income generated by the Kiosk program
 - 2019/2020 – \$18,143.00
 - Income Possible - ~\$280,000.00
 - Kiosk Price Structures and Projections (Appendix L)
- Expenses

- 2019/2020 Expenses - ~\$2,700.00
- Because of the initial design, the costs the first year were higher than they will be in subsequent runs. We are still figuring this program out, but the ideas are to sell ads and update photos quarterly (seasonally), so my estimated expenses are \$ for design and \$ for installation quarterly, with an annually total of \$ in hard costs. The real costs association with this program is the labor for sales and marketing. We had discussed partnering with The Source and having them sell the ad space, but we decided for the first trail run to have sales down in-house (Mindy and Ryan). More will have to be considered/decided in the future as we design and assess this program in real-time
- To Note on the Kiosk Program
 - The kiosks belong to us (and cost us ~\$15,000 last FY), but we have a partnership with the COB to use this space and they have waived signage fees. We are working with the city to get an agreement written.



Who is Responsible Revenue Program Management?

Executive Director – manages oversight, planning and assessment of all programs, manages staff and scheduling, manages sales and customer service, oversees billing, sales

Maintenance Lead – manages all installation, removal, oversees staff, preforms exceptional customer services, troubleshoots problems, manages emergencies, assists ED in program planning and assessment, sales

Administrative Director – manages billing & accounting

Board – votes on program development & changes, oversees financials

Fundraising

Bend Oktoberfest

- Gross Income generated
 - 2019 - \$148,186
 - 2018 - \$105,489
 - 2017 - \$87,216
- Expenses
 - 2019 - \$92,531
 - 2018 - \$101,951
 - 2017 - \$74,413
 - (these numbers do not include any expense associated with staff labor)
- To Note: Bend Oktoberfest does provide the DBBA with significant fundraising, however it should be noted that it is also a huge risk. Because it costs so much to produce, we are (in a sense) “gambling” with 36% of our EID funds. We have been extremely fortunate that Oktoberfest has always been successful. However, we need to know that if the 2-day event was completely rained out and we did not recover our expenses, we would be at a huge deficit for the year. We need to make sure that we have a plan in place to manage not if, but when, this situation happens. It should also be noted that we receive cash and in-kind sponsorships for Bend Oktoberfest. Without these, the event would not be successful. More on this below.



Ugly Sweater Pub Crawl

- Gross Income generated
 - 2019 - \$4,040
 - 2018 - \$5,440
- Expenses
 - 2019 - \$
 - 2018 - \$793.00
- To Note
 - The Ugly Sweater Pub Crawl is successful because all of the bars donate the drinks
 - This is a fairly new fundraiser, we've only done it twice
 - It is very low labor (compared to an event like the Celebration Night or Oktoberfest)
 - This model could be used other times throughout the year



Who is Responsible for Fundraising Management?

Executive Director – manages oversight, planning and assessment of all fundraising, manages staff and volunteers, manages all sponsorships, sales, vendors and customer service, oversees billing.

Maintenance Lead – assists ED with planning, manages all set-up and take down, oversees on-site staff and vendors, troubleshoots problems, manages emergencies, assists ED in program planning and assessment.

Administrative Director – manages billing & accounting, works events on-site, assists with planning and development,

Board – votes on program development & changes, volunteers at events, oversees financials

Grants, Donations and Sponsorships

Previous boards have directed staff to expand grants, donations and sponsorships. Several years ago, the board sent Mindy to a course at the college on grant writing. The biggest takeaway was that the DBBA wasn't currently set up in a way that would even allow the organization to go for some of the larger grants available for main streets. For example, bigger grants require things like,

- A minimum of 3 -6 months of operating expenses in savings
 - A minimum number of volunteers hours each year (we weren't even tracking ours)
 - Accounting by program to show the effectiveness of each program (we were not bookkeeping in this way)
- So, for the last 2 years, we have been working to even get to a place where we would have the structure to be able to apply for larger grants. However, some of the smaller grants we have been eligible for, and we've applied for the ones below.



Grants applied for:

- Rotary Grant
- Marketing Grant
- Mainstreet Grant
- EIDL
- CARES Cultural Grant

Donations

- Gross Income generated
 - 2018/2019 - ~\$500.00
 - 2017/2018 - ~\$1900.00
 - 2016/2017 - ~\$900.00

Grants received:

- EIDL

To Note about donations

- This is an area of funding that we would like to grow as an organization.
- This is an area where we have struggled as an organization. The original idea behind the Friends of Downtown Bend was to be able to accept end of the year donations and have them be eligible for a tax write-off. As you can see by the donation income for the last 3 years, this campaign has not yet been successful.

Sponsorships

Currently we have only received sponsorships for Bend Oktoberfest. This is an area that we would like to expand in the future.

Who is Responsible for Grant, Donation & Sponsor Management?

Executive Director – manages getting organization to the point where it can apply for more grants, reviewing grants & identifying opportunities, completing grant applications, manages sponsor relationships, secures new sponsorship
Maintenance Lead – might expand into this area in the future and assist with retaining new sponsors
Administrative Director – assists ED with above work
Board – Oversees financials

Budget & Banking Overview

5 – year Budget Review

	Income	Expenses	Net	Reserves
2020/2021 (budget)	\$191,772	(\$230,741)	(\$38,969)	(\$38,969)
2019/2020	\$393,752	(\$320,018)	\$73,734	\$73,734
2018/2019	\$394,274	(\$341,717)	\$52,557	\$52,557
2017/2018	\$292,071	(\$297,658)	(\$5,587)	(\$5,587)
2016/2017	\$263,867	(\$263,608)	\$259	\$259

5-year Budget Breakdown of Income

	EID	Revenue	Fundraising	Total
2020/2021	\$182,142	\$9,713	\$0	\$191,855
2019/2020	\$209,150	\$36,166	\$139,461	\$384,777
2018/2019	\$222,657	\$19,304	\$150,655	\$392,616
2017/2018	\$155,172	\$12,148	\$111,216	\$278,446
2016/2017	\$150,773	\$9,700	\$88,616	\$249,089

Percent Increase or Decrease Over Previous Year

	EID	Revenue	Fundraising	Total
2020/2021	-12%	-73%	-100%	-50%
2019/2020	-6%	87%	-7.4%	-2%
2018/2019	43%	59%	35%	41%
2017/2018	3%	25%	25%	12%
2016/2017	--	--	--	--

Budget Observations –

- As you can see, up until a few years ago, the DBBA would end the year at a zero or negative balance. This changed with the change of ED leadership, and the DBBA began prioritizing creating a reserve in case of emergencies, to be able to apply for grants, and to create a savings to replace capitol expenses in the future.
- The EID funds alone have never been enough to cover the services that we have promised. We have always relied on our fundraising & revenue generating programs. This is important as we go back to the City to renegotiate the terms of our EID agreement.
- When we audited the square footage this last year, we found many accounts that were incorrect. That is way the EID funds projections pre-COVID increased.

- COVID created a 50% reduction on our budget for this year

Who is Responsible for Budget Management?

Executive Director – works with Treasurer and AD to create, assess and manage.

Treasurer – works with ED and AD to create, assess and manage.

Administrative Director – works with Treasurer and ED to create, assess and manage.

Board – Votes on new budget annually, votes on any mid-year budget changes.

Banking Overview/Chart of Accounts

- DBBA Checking
- DBBA Savings
- Friends Checking
- Friends Savings
- Downtown Dollars
- PayPal – DBBA
- PayPal – Downtown Dollars
- Square



- All our non-web-based accounts are at On Point Community Credit Union

Who is Responsible for Banking and Accounting Management?

Executive Director – oversees staff

Administrative Director – manages, tracks and balances all of our banking.

Board – Votes on changes and updates

Scope of Work

DBBA | Scope of Work



Scope of Work | Beautification

It is important to note that in the last 2 years, we've grown from doing beautification to managing beautification – and although this required more effort and labor up front, it's getting better results and it's setting up future success & future cost savings.

Daily EID Check

- Every morning, 365 days a year, we have someone who is on-the-street walking the entire EID. This person sweeps ALL of the sidewalks, picks up litter, cigarette butts, cleans up undesirable messes (feces, vomit, spilled left overs, etc.), checks for livability issues & contacts police, contacts business or building owners about any observed issues, etc.
- Labor Cost Estimate - \$19,000 annually

Graffiti & Sticker Removal

- Staff removes stickers and graffiti from all public surfaces in the EID. When a surface is privately owned, staff contacts the appropriate person to alert them of the situation.
- Labor Cost Estimate - \$2,500 annually

Leaf Removal

- While this is not something that is technically part of our EID agreement, we began providing this service last year. We have developed a relationship with the COB staff who provide the street sweeping so that we can collaborate – we get the leaves of the sidewalks, and they get the leaves off the street. This way, we are effective (vs. how it was previously where we would blow the leaves off the sidewalk, and they would blow right back). It's also important to know that because of the kind of trees in downtown, this is a year around project (even though it is naturally more labor intensive in the Fall).
- This is also a good time to note that tree management is the responsibility of the building owner – with the caveat that a building owner can not remove a tree or plant a tree, and the COB can do both.
- There has been some discussion about replacing all of the trees in Downtown Bend, and we are working with the City to make sure that we are a part of this conversation when it happens.
- Labor Cost Estimate - \$1,000 annually

High Pressure Washing



- This service is currently being assessed by staff. Previously (before current staff) the DBBA agreed to pressure wash the sidewalks within the EID. This was before we had a program assessment & review process in place. This promise was never realized, and when we analyzed the program it became clear why – pressure washing all of the sidewalks in the EID would take 612 hours and cost ~\$14,000 dollars. We also realized a few challenges to overcome, such as private pressure washing/double work, cobblestone removal, window cleanliness, flooding, etc. In the future we believe that a partnership with building owners and a contract with a local company might be a better option than doing this in-house.
- We have a contract with the City of Bend to use their pressure washer, but no clear plans or agreements on future replacement of this piece of equipment.
- This unit must be picked up on 15th street and pulled with a truck. Previously, the DBBA was relying on staff to provide their personal vehicle (and we did not offer compensation for use or damages). This was remedied in 2019, when the DBBA purchased a truck for the organization.



- Labor Cost Estimate – see attached (Appendix M)

Maintenance/Repair Projects

- This is done as needed. Examples of these kinds of projects are:
 - Benches
 - Overflowing drains
 - Bike racks
- Labor Cost Estimate - \$1,000 annually

Snow Management

- Removal
 - ADA path on all sidewalks, cross walks, and ADA parking spaces
- Collaboration
 - Provide business owners with shovels to borrow
- Communication & Advocacy
 - Communicate with City of Bend about dangerous snow issues
 - Work with the City of Bend to optimize both of our labor hours and work together to remove snow, to get snow into the ROW, to not block sidewalks after plowing alleyways, etc.
 - Advocate to the City of Bend (Resulting in the hiring of a new Downtown Only snow management person last year)
- Labor Cost Estimate – \$8,000 - \$15,000 annually (average over multiple years)
 - It should also be noted here that we shoulder the cost of equipment and the maintenance and replacement of that equipment (ATV, Plow, Snow blowers, etc.)



Vendor Management

Although we don't hold these vendor contracts/accounts, the DBBA is the organization that manages the relationships with all of the vendors who service Downtown. The development of these relationships is HUGE – and we've been working on these for about 2 years.

- COB
 - Sequential
 - Bend Garbage
 - Cascade Disposal
 - Real Estate Boxes
 - Private Landscapers
 - Private Pressure Washers
- Labor Cost Estimate – \$5,000 annually

Partnership with City of Bend

I listed this separately from vendor management and relationships because developing our relationship with the City has had such a powerful impact on Downtown.

Examples

- Tobi (Mindy on hiring committee)
- Relationship with David
 - Brooks Alley
 - Snow
 - Repairs
- Relationship with Ben
- Ryan's relationships (grease collection, leaf removal, real estate boxes)

Downtown Holiday Decorations

The DBBA currently provides all the labor and funding of Downtown Bend Holiday decorations.

- Please see attached Holiday Decorations Plan (Appendix M)
- We would like to turn downtown decorations into a community funded program.



Labor Cost Estimate - \$6,000

Downtown Flowers

We provide flowers, and the care and maintenance of flowers for 100 flower baskets and 50+ flower planters

- Hard Costs (flowers, soil, plant food) - \$10,000
- Labor (watering, deadheading, installation, removal, etc.) - \$18,000 - \$20,000
- Note - labor cost is not linear to the number of baskets we have. If we only had half the baskets, it wouldn't

take half the time to water them because we would still have to distribute them evenly throughout the EID, we'd still have to go fill the water tank every 10-12 baskets, etc., etc. So, a 50% reduction in flower baskets might only equal a 75% reduction in labor.

- Overhead costs- this includes rent for a place to store the ATV, supplies, payroll, staff management, percentage of office rent, etc., etc. - this is about \$2,500.

- Total program costs - \$30,500 - \$32,500

Notes about the flower basket program

- We would like to see this become a community funded program
- We would like to advocate to the City of Bend to install a drip system to water flower baskets (there is a current one to water the trees in Downtown)
- We would like to replace the planters & upgrade the tree wells so that

we could have native plants (lavender, lupin, yarrow) that bloom yearly in Downtown



Downtown Banner Program

- Banners require 2 people to install and/or remove them due to OSHA guidelines for ladder use. As much as possible we try to schedule banners to be installed and removed the same day so that we are splitting the labor costs for each task and putting new banners up at the same time we are taking old banners down. Labor for this task can vary based on conditions. Installation for 24 banners averages 2-3 hours ~(\$60 - \$90 in direct labor costs)
- The planning and tracking for this program is extremely complex – so in addition to the on the street labor, we also incur labor for planning and tracking (currently Mindy) and all of the billing for each client (Barbara)
- If we wanted to grow the program, we would have to put labor hours into sales & marketing

To Note on the Banner Program

- The poles belong to the City of Bend, and we might have a use agreement with the COB, if not we are working on getting one written.
- The hardware is purchased, installed, maintained and replaced by us. For reference, to outfit a lamppost to be able to hang two banners, is about \$300, so we've invested ~\$21,000 into Downtown through this program.
- This program was completely evaluated, and changes made in 2019. When the program was assessed, we found that we were losing money on the program and that we had several undocumented "trades" left over from past staff arrangements.
- We charge \$150.00 for installation and \$0.83 - \$1.16 per day for advertising (depending on placement).
- Minimum duration for advertising is 4 weeks
- Minimum quantity is 12 banners (this is in alignment with the minimum for banner production)



Trouble shooting and Emergency Management

- This includes managing icy sidewalks, downed trees, downed wires, responding to complaints, checking in with building and business owners about issues, etc.

Community Clean-up Events

- We design volunteer events to engage our community in the care of our collective "living room"

Who is Responsible for Beautification Management?

Executive Director – manages oversight, planning and assessment of all beautification programs, manages staff and scheduling, assures programs are running on budget, creates systems to make processes more efficient.

Maintenance Lead – manages all daily work needed to accomplish goals, oversees staff, performs exceptional customer services, troubleshoots problems, manages emergencies, and assists ED in program planning and assessment.

Administrative Director – manages billing & accounting, and assists ED in program planning and assessment.

Board – Votes on program development and changes

Community Events

We produce 19 community events throughout the year to help draw traffic into downtown and into downtown stores and restaurants. Our events do NOT have vendors. These are community events for people in our community and businesses owned by our community members. These events include:

- Easter/Spring Event
- Trick or Treating
- Holiday Community Tree
- Art Walks
- Shop Small Saturday
- Ladies Night
- Santa's Village

Each of these events takes considerable labor to produce. Here's an outline of each:

Easter/Spring Event

This event is a day of springtime celebrations. We have the Easter Bunny available for photos (free of charge), we host an Easter egg hunt for the younger kids and we design a riddle-based scavenger hunt for the older kids. In the past we've had free yoga in the plaza, and reading hour for kids. This event includes enrolling volunteers to help with the Easter egg hunt, enrolling a volunteer to dress up as the Easter Bunny, securing a location, enrolling businesses to be in a scavenger hunt, creating scavenger hunt cards & distributing them to businesses, updating website, writing press release, listing on all local event websites, filling eggs, hiding eggs, enrolling businesses/community in the extra/additional events. Take photos, post on social media, website, etc. All staff is on-site to make this event possible.



Trick or Treating

Every year we host Downtown trick or treating, as well as a costume contest for kids under 12, we often have additional games and competitions. To make the trick or treating possible, staff has to enroll business participation, create a map of trick or treat locations, print and distribute map, update website and provide printable map, list on all event sites, write press release, promote on social media, host contest and competitions. We have to get donations from local businesses and put together prizes. We enroll local celebrities or downtown business owners to be judges at the contest. We take photos during the event, post on social media, website, etc. All staff dresses up, and is on-site to make this event possible.

Holiday Community Tree

Every year we decorate the community tree and host the Community tree lighting. These are both significant undertakings.

- Decorating the tree
 - Decorating the tree requires finding a local company that is willing to donate the use of a lift (or coming up with a way to afford this in our budget). We need multiple people to work several nights to get the decorations and lights on the tree. We also have a large metal tree skirt that we store year around that we bring from storage and install around the community tree in Drake Park.
 - It needs to be noted that we currently do not have a savings set aside to replace the Community Tree decorations (and we'll need to do so in the coming years).
- Hosting the event
 - We work with the businesses around the Commons Plaza to help provide food and drink, we decorate the entire plaza & set up Santa's Hut, we arrange for Santa, Bob Shaw, and Sally Russell to be there, we enroll volunteers, we arrange for live music, community singing groups, we have to work with the COB on electricity, plan with KTVZ for the countdown to the lighting of the tree to be on live TV, we do all the set up and clean up for the event. In the past we've had a booth and we've raised money for a local charity. All staff is on-site to make this event possible.



Art Walk

- Every month we print posters for Art Walk and distribute them to all businesses, we create an Art Walk guide listing all of the events and artists, we update the FFAW website with this information and make a printable guide available for download, we promote these events on DB and FFAW social channels. Some months are themed Art Walks, in that case we work with local organizations to help enroll businesses into that theme, decorate DT, etc. We also list on all local event sites, write press release, etc. During the event we take photos and fill social media.

Shop Small Saturday

- This is a HUGE event to put on. We enroll businesses to participate, we then collect donations from all of those businesses, then we have to make prize packages out of all of those donations, we have to deliver stamps to all the businesses, enroll volunteers to help with the event and event prep, list all the businesses and prizes on the website, promote via social, write a press release, etc. We have to register with AMEX as a community partner, we have to set up a booth and hand out bags and prizes all day, we have to meet with winners and distribute prize baskets, we have to decorate for the event, set up and clean up. All staff is on-site to make this event possible.

Ladies Night

- This event requires enrolling businesses, listing their offer on our website, promoting their offer via social, create a map, listing on all local event sites, design ad for event, etc.

Santa's Village

- This event is also a rather large commitment as it takes place every Saturday in December. This requires setting up Santa's hut, attending Santa during the event, putting up signs directing folks to Santa, promoting the event online, cleaning up the event.
- Note – our current Santa is a volunteer and I'm not sure if we'll have him for much longer. We do not have a replacement Santa- and we do not have a placeholder in our budget for this cost.



When we had a staff person in charge of marketing & events, we also did fun things like restaurant week, the skier scavenger hunt, chicken hat hunt, etc.

Partnerships & Collaboration

- We also work with community groups that bring events and happenings into downtown. In these cases, we assist and advocate for businesses needs. We make sure proper set-up is done and proper clean up happens. We go to meetings with event organizers, we work with Bend PD, we communicate road closures and happenings with business and building owners, etc. These events are things like the following:



- Heart Bomb
- Farmers Market
- Bend Women's March
- Local theatre & singing groups
- Parade Groups
- Event Groups (LIOE)
- Summerfest
- Fallfest
- Bite of Bend

Recent accomplishments: It should also be noted that due to our communication and advocacy, we saw huge progress made last year with Lay it Out Events(LIOE), and they agreed for the first time ever to take business needs into consideration during their events. This was a HUGE success.

Downtown Art

- This is an area that we would like to see our Downtown culture grow.

Downtown History

- This is an area that we would like to see our Downtown culture grow. We have been brainstorming partnership options with the Deschutes Historical Society.

Downtown Livability

- We work diligently with Bend PD, Security Pros, Business and building owners and the City of Bend to make sure that Downtown Bend is clean, safe and inviting.
- We have seen HUGE progress in this area in the last 4 years. The repurposing of the Commons area, increased security and policing in Downtown Bend, a new Bend PD "pod", redoing the Mirror Pond lots, increased lighting, increased cameras, etc.
- Soon, we will see changes in the parking garage that will increase safety



Downtown Inclusivity

- We work to make Downtown inclusive for everyone. See attached plan (Appendix O)

Who is Responsible for Downtown Culture Management?

Executive Director – manages oversight, planning and assessment of all programs & events, manages staff and scheduling, in charge of all marketing and event production.

Maintenance Lead – manages all daily work needed to accomplish programs, works with all event organizers & COB, oversees staff, preforms exceptional customer services, troubleshoots problems, manages emergencies, in charge of all set up and clean up, assists ED in program planning and assessment.

Administrative Director – manages billing & accounting, assists ED in program planning and assessment, works all events.

Board – Votes on program development and changes

Scope of Work | Marketing & Branding

Marketing Budget

We have marketing budgets for each fundraiser and event, and then we have a marketing budget for Downtown Bend in general. The marketing budget for Downtown Bend (in general) has always been ~\$1,000 - \$5,000 annually. This budget also includes things like our Canva and Later subscriptions (tools we need to market). Our general marketing budget is very small.

Branding

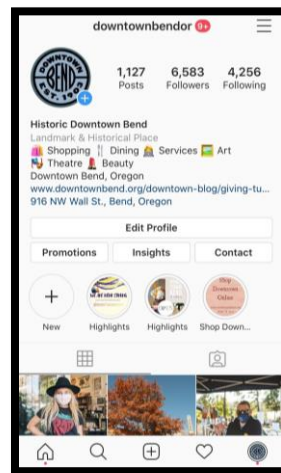
- In the last 4 years, we hired Wilde & Co to develop a new logo for Downtown Bend. It was money well spent, and we ended up with an entire new logo collection. In the last 4 years, we also held a contest for the First Friday Art Walk logo, which was won by Adele Dittman at Dittman Designs, and we have a lovely new Art Walk logo.
- We have developed the other aspects of branding, and this is very much needed for Downtown AND for the DBBA.

Websites

- We have 5 websites.
 - www.downtownbend.org
 - www.bendoktoberfest.org
 - www.bendcares.org
 - www.benduglyswearerpubcrawl.com
 - www.bendfirstfridayartwalk.com
- All the websites were built from scratch by the current Executive Director and currently all website updates, SEO, maintenance, etc. are done by the ED. It is good to be aware that having someone in-house who is able to do this is currently saving the organization money, as website design and maintenance is fairly expensive. The board should keep in mind when looking at overall organization solvency, that this service should still be budgeted for in projections.

Social Media

- We currently have 10 social media accounts.
 - Facebook
 - Downtown Bend
 - First Friday Art Walk
 - Bend Oktoberfest
 - Downtown Bend Business Association
 - Bend Cares
 - Instagram
 - Downtown Bend
 - First Friday Art Walk
 - Bend Oktoberfest
 - Twitter
 - Downtown Bend
- The ED currently creates content for all of these accounts and manages comments, etc. The organization could benefit in the future from hiring (as the budget allows) a specific Marketing person.



Co-op Advertising

- Co-op Advertising is when we purchase an ad space, insert, booklet, commercial at our nonprofit rate and then resale the spaces to our stakeholders. This has a number of benefits:
 - Our Stakeholders get a cheaper rate than if they were to purchase an ad directly
 - We are able to make a small income and or earn free ad space for Downtown
 - All of Downtown ads are together, and therefore have a higher impact
- Example:

- The Downtown Holiday Shopping Guide that we featured in The Source the last 2 years. These books net us an income of ~\$1200 and offered us a place (for no charge) to feature all of the Downtown Holiday Events.
- Opportunities and items to note
 - These endeavors take quite a bit of labor, while I believe that there are a ton of opportunities in multiple medias where we could do this, we (again) would need a marketing person to manage expanding what we do in this area.

Downtown Dollars

- Downtown Dollars is a program that we run where a “gift certificate” can be purchased and used at any participating Downtown Bend businesses.
- We have a paper program where Downtown Dollars are sold in \$10 or \$25 increments.
- And we have a digital program where eGift cards can be purchased for any amount.
- The last few years, we sold ~\$90,000 in Downtown Dollars.
- How we sell them:
 - Online at downtownbend.org
 - At Visit Bend
 - At Bend Chamber of Commerce
 - At Bellatazza
- More to know about Downtown Dollars
 - These “gift certificates” are actually checks drafted from On Point Credit Union. This means that although they are branded to look like a fake dollar that can only be spent in downtown, the truth is that these checks could just be deposited into anyone’s account. They are essentially cashiers’ checks.
 - We loose money on this program – it is a significant cost to us. Here’s why: The Downtown Dollars are a dollar-for-dollar exchange. So, when we sell a certificate for \$10, the business that receives that certificate gets that full \$10 value and we eat all the associated credit card fees, processing costs, envelopes, marketing tools, etc. Visit Bend does us a HUGE service by selling the bulk of
- Internal Challenges
 - Labor Intensive
 - Past disorder in recording and reporting
 - Clean up the past year
- Vision for the future of this program
 - We rolled out our digital eGift card program last year, and it has been successful, but we are still not sure if it is the right time to eliminate the paper program
 - This service also allows for us to seek sponsorship, and then offer programs like “But a \$50 gift card and get a \$10 gift card for free”



Photography

- Getting professional photos has been a huge success for us the last 2 years. It has allowed us to have higher quality social media posts, provide Downtown photos to magazines & press and update our website.

Community Events (above)

- We think of the community events (above) as marketing because they are designed to drive traffic into our Downtown businesses.

Outside Marketing

- Print Ads
- TV Ads
- Internet Ads
- Billboards
- Note on outside marketing: We don't do very much outside marketing currently, but it could be considered in the future.

Group Marketing Examples

- Mt. Bachelor Ski Clubs
- Cattle Clubs
- Events (Flash your pass)
- Real Estate (welcome baskets)

Historic Designation

- We'd like to get a historic designation for Downtown Bend which would allow us a sign on the 97, allow us to be eligible for additional grants, etc.

Marketing Goals

- Develop YouTube channel
- Weekly videos, Weekly blogs, Weekly product feature, Weekly business feature
- Downtown "show"
- Weekly public newsletter (+develop as stream of revenue)
- Art Walk website + listings (grow as a stream of revenue)
- Increase social media presence

To note about Marketing

- TRT (transient room tax)
- Grants



Who is Responsible for Marketing Management?

Executive Director – In charge of all marketing outlined above, all development & design is done in-house, ED builds all websites manages all social networks, etc.

Administrative Director – manages billing & accounting

Board – Votes on development and/or changes

Scope of Work | Communication and Education

One of the key services that we offer is communication and education. This includes communicating information to our stakeholders, and communicating information to the public. Below is an outline of how we communicate, and some additional information on these methods. While this section in the packet is small, it should be noted that communication takes a significant portion of DBBA labor.

- **Building Owners**
 - Email, phone, and in-person throughout the year
 - Quarterly reports
 - Billing (annual)
 - Survey (annual)
- **Business Owners**
 - Email, phone and in-person throughout the year
 - Participation communication
 - Newsletter
- **Public**
 - Customer Service (phone, email, website comment forms)
 - Newsletters
 - Blogs
 - Press Releases
 - Marketing



Building Owners

- During this EID, we have focused on increasing our communication with building owners. In fact, at the start of the EID, we didn't even have a complete list of contacts. While we have seen improvements in this area, this is an area that could still see more growth.

Business Owners

- While our communication with business owners has grown, this is an area that we'd like to grow as soon as we're able to hire additional staff. Our goal is that the ED would be visiting in-person with business owners weekly.

Communication Goals

- Meetings/Lunches with local building owners semi-annually (by ED)
- In-person check-in's with business owners weekly (by ED)
- Weekly newsletter (public)
- Weekly newsletter (stakeholders)
- Website (more timely, transparent, etc.)

Who is Responsible for Communication Management?

Executive Director – In charge of entire scope above

Board – Votes on development and/or changes

Scope of Work | Connection to the Greater Community



It is key to the future growth and development of Downtown Bend that we stay connected to our greater community. Downtown is not “in a bubble” and not only does what we do impact the rest of our city, but we also need support from our greater community in order to realize our vision for Downtown Bend. This takes creating and maintaining relationships, volunteering and serving in other areas of the community, and communicating with other leaders and groups to assure that they understand the challenges and possibilities for Downtown Bend. Here are just a few of the areas where we stay connected to our greater community.

- City of Bend
- City Council
- Chamber of Commerce
- Event Groups
 - Lay it Out Events
 - Cascade Relays
- EDCO
- Deschutes County Health Department
- Bend 2030/2040
- Deschutes Land Trust
- Committees and Groups
- DPAC
- MPO
- Urban Renewal
- Bend Police Department

Who is Responsible for Community Relationship Management?

Executive Director – manages and tracks all legal documentation, filing, etc. Works with DBBA attorney & CPA

Maintenance Lead – oversees legal structure and filings.

Administrative Director – manages billing & accounting

Board – Votes on program development and changes, volunteers at fundraising events

Scope of Work | Fundraising

Fundraising is a key part of our success, and a significant part of our budget. We've made significant strides in fundraising over the last few years, and we still have significant growth possible in this area.

Friends of Downtown Bend – The Vision

- We would like to see the Friends of Downtown Bend become the fundraising branch of the organization. This includes separating the books so that we can clearly see the programs the EID covers and the fundraising donation that Friends contributes to the DBBA. Friends would manage all fundraising events, maintain relationships with sponsors, develop a membership program, design community contribution programs, work with local arts and culture groups, secure grants, etc. Eventually, Friends could even have it's own board and engage the great Bend community.

Bend Oktoberfest

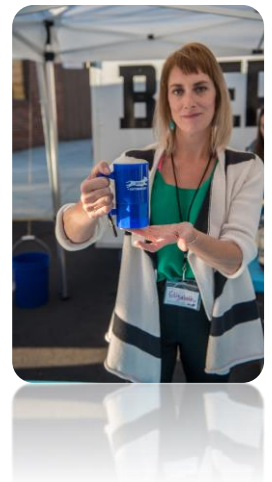
- Bend Oktoberfest is, by far, our largest fundraiser. Staff would like the board to take a deeper look at Bend Oktoberfest (and COVID has given us a great chance to do this) to make sure that it is in alignment with our mission, that we've managed the risks associated, and that we have a clear vision for the growth & development

History

- When Bend Oktoberfest first began, it was a rather small event (held in a tent for a single day). Now, it has grown into a two-day festival that was featured in USA Today and attracts over 15,000 people. While this is good, it also has its challenges because our organization is not an event production agency and it takes a great deal of time, money, scope, and skill to put on a successful event of this size.
- For a few years we tried selling Bend Oktoberfest merchandise as an additional stream of revenue. After an assessment 2 years ago, we choose to discontinue this program because when you considered inventory, storage, etc. – this wasn't making a profit.
- Last year, we hired Lay it Out Events (LIOE) to help us run Bend Oktoberfest, and this was a huge success.

Risks

- Oktoberfest is a success by a very narrow margin. These means that there is zero room for error. Some of the risk factors are:



- Weather
- Donations
- Volunteers

Things to consider about Oktoberfest

- Keep it local or go corporate?
- Add an additional day?
- Make it a paid event?
- Change the footprint?
- Add a tent (private dinner? Gambling/sports watching)?
- How do we safely manage the dog races?
- Oktoberfest Olympics (team sign-up with registration fee)?
- Sell the event with a fundraising contract?

Pub Crawls

- Currently we only have the Ugly Sweater Pub Crawl in December, but we'd like to expand on this idea.

Sponsorships, Donations & Grants

- Discussed above

To note about Fundraising

- Celebration Night – It should be noted that we tried an auction style event two years in a row and it was not financially successful either year.



Who is Responsible for Fundraising Management?

Executive Director – manages oversight, planning and assessment of all programs & events, manages staff and scheduling, in charge of all marketing and event production.

Maintenance Lead – manages all daily work needed to accomplish programs, works with all event organizers & COB, oversees staff, preforms exceptional customer services, troubleshoots problems, manages emergencies, in charge of all set up and clean up, assists ED in program planning and assessment.

Administrative Director – manages billing & accounting, assists ED in program planning and assessment, works all events.

Board – Votes on program development and changes

Scope of Work | Advocacy



Advocacy is using our collective voice and strength to apply pressure to an area that needs attention for the betterment of all. This is critical to our mission, which is to increase the vitality of Downtown Bend. By working together and uniting our voices, we will be able to create the Downtown of the future.

Past Success

Multi-day Street Closures for Large Events

- After over a year of meeting monthly with Lay it Out Events, we took the discussion of large event impact to City Council. This resulted in Lay it Out Events making key changes to include businesses in events & make sure that events are collaborative and win/win between event organizers, vendors, and local businesses.

Snow Removal

- After presenting to City Council, the COB hired an additional person to focus on the Downtown area during snowstorms.

Downtown Parking

- While serving on the Downtown Bend Parking Advisory Committee (DPAC) for over two years, the DBBA has helped roll out the parking plan, making sure that business needs were forefront in decision making.

ODOT/Parkway

- Advocacy from the DBBA helped ensure that the Hawthorne and Lafayette exits were not closed (in the first round of closures)

Downtown Livability

- After presenting to City Council, we were awarded us funds to launch Bend Cares

Who is Responsible for Advocacy Management?

Executive Director – In charge of entire scope above

Board – Votes on program development and changes, volunteers at fundraising events

Scope of Work | Planning & Development

Here are some elements of our vision for Downtown Bend.

Flowers

- We would like to see the annual summer flower basket & planter program become community-funded
- We would like a plan for the COB to fund (in the future) the installation of a drip system.
- We would like to upgrade the dirt areas around the trees and add native plants/flowers
- We would like to develop a partnership with business owners to increase flower planters in front of stores (I would love to have color themed streets/blocks)

The Holiday Experience

- We would like to make Downtown Bend the “Leavenworth of Oregon” – THE Holiday experience in Oregon, where people come from all over the state to ski Bachelor and visit Downtown Bend during the holiday season.
- Winter baskets – when summer baskets are over, we’d like to replace them with winter greenery baskets. These baskets would have a string of solar lights that would help brighten up downtown during the dark months of the year, and during the holidays we would add decorations to the baskets.
- Lights & Decorations – We’d like to fully deck out Downtown Bend in classic winter/holiday decorations. In order to do this, decorating Downtown Bend will need to become a community-funded effort.
- Closure of Minnesota – we’d like to see the block of Minnesota closed between Wall and Bond and this to become the Holiday center of the City.
 - Programing – we’d program street vendors, carolers, community groups, fire pits, etc. from mid-Nov through New Years
 - Community Tree – the community tree would move to the middle of Minnesota Ave.
 - New Year’s Keg Drop – we’d love to have a metal sculptor design a pole that would go up and “drop” a keg while everyone in the street counted down to the New Year.



Revitalized Alleys

- Towns all around the nation are revitalizing their alleyways and seeing huge success because of it. We would love to take these steps in downtown, and we have already begun discussion with the City in this area.

Bathrooms

- Public restrooms are needed in Downtown Bend. We'd like to advocate that the COB prioritizes this in a future budget.

Trash Management in Downtown

- We would like to work with Bend Garbage, COB, and the Environmental Center to change the way we manage trash in Downtown Bend. This includes updating our cans on the streets, we would love to see more artistic cans with a recycling component. As part of the ally revitalization, we would need to update the larger cans in the alleyways, and we would love to roll out a food composting program.

Real Estate Boxes/News space

- We have been working on documenting and building relationships with the people and companies that have "boxes" on the streets, and we would like to go back to City Council to request an ordinance on this topic within the EID.

Increased Parking (cars, bikes, electric cars)

- We'd like to see increased parking in downtown for all methods of transportation.

Art

- We would love to grow the art in downtown by leaps and bounds. This is an area that could see huge growth and development. We'd like to increase murals, sculptures and art events. We'd love to host an annual public art event that spanned a few months in the shoulder season. We'd love to encourage temporary public art installations throughout the year.

Downtown Directory App (+historic tour)

- We would like to develop a Downtown Bend app that could be used as a directory, to tour historic buildings and to interact with business-hosted events.

Parklets/Green spaces/Walkable Spaces & Connected Trail System

- We would like to work with the COB, downtown businesses, and Parks and Rec to be intentional about creating more parklets, green spaces and walkable trails into Downtown Bend



Who is Responsible for Planning & Development?

Everyone working together!

Staff Roles

Current Staff – Job Descriptions

- Mindy Aisling, Executive Director
- Barbara Simms, Administrative Director
- Hayden David, Sales & Marketing
- Ryan Currence, Maintenance & Operations Lead
 - Nate
 - +Seasonal Staff

Ideal Future Staffing

- Executive Director
- Administrative Director
- Maintenance and Operations Manager
 - Maintenance team
- Fundraising Director
- Volunteer Coordinator

Board Goals

What could be some of the board goals for the 2021 – 2024 EID cycle? It is important to decide what our goals will be for this 3-year EID term. There are a plethora of great ideas and wonderful possibilities, but we are a small organization with limited resources. We must choose what we are going to focus on, and they stay on that course for the duration *without adding new projects*. Below are some possible goals. We would like to take a few moments to hear from all directors on what they would like to accomplish by the end of this EID term (from this list, or a goal that we should add to this list). Please note that we have 34 months from today to accomplish goals, and so the goals we choose must, when combined, fit into that timeline.

Internal Optimization – Necessary Goal

This is a goal that we must make in order to accomplish any of the goals below. The DBBA is currently experiencing some growing pains. We've outgrown our office, storage, systems, software – we need to make some internal updates/changes before we can take on additional goals or add to our scope of work.

- Time Estimate – 8 to 16 months
- Additional Resources Needed: Additional budget for rent, software, staff time to dedicate to the project

Preparing to expand the EID

There has been a lot of talk about expanding the EID North to Revere, and/or East to the 97 (including Greenwood/Silver Moon area & future Hawthorne bridge exit.) This is a goal to prepare that EID proposal, this is not the time and resources estimate for the actual expansion.

- Time Estimate – 18 to 24 months (after Internal Optimization)
- Additional Resources Needed: Internal Optimization (above), dedicated staff time

Preparing to increase the EID rate

There has been some talk of increasing the rate to what we actually need to cover the services/scope of work that Downtown requires. We have not scoped out the budget, but I would guess that we would need to increase to \$0.35 to \$0.40 cents per square foot. It would require a significant amount of research, preparation, and communication to get this to pass.

- Time Estimate – 12 to 18 months (after Internal Optimization)
- Additional Resources Needed: Internal Optimization (above), dedicated staff time

Preparing to write the TRT Grant (Restrooms)

The DBBA proposed writing a TRT grant to build restrooms in Downtown Bend. There is a ton of groundwork that needs to be done before we would be prepared to write a grant of this size. This is a goal to prepare to write the grant, this is not the time and resources estimate to complete the grant (if awarded).

- Time Estimate – 6 to 12 months (after Internal Optimization)
- Additional Resources Needed: Internal Optimization (above), dedicated staff time, additional staff to cover the increase in work.

Preparing & writing the BCTF Grant (Sculpture Walk, Holiday Programming, Art Walk)

This grant would be a bit easier to prepare and write. We would just have to decide what we'd like to apply for. It could even be something small to begin with.

- Time Estimate – 6 to 12 months (after Internal Optimization)
- Additional Resources Needed: Internal Optimization (above), dedicated staff time

Minnesota Promenade Pilot Program and/or Development Work

This could vary greatly depending on what type of pilot program or development work that we took on. However, any of this scope would require additional staffing & budget.

- Time Estimate – 6 to 35 months (after Internal Optimization)
- Additional Resources Needed: Internal Optimization (above), dedicated staff time, additional staff to cover the increase in work, additional budget for beautification assets, planning documents, etc.

Future Vision/Planning Committee

We know that Downtown Bend needs a 30 year planning document. If the COB does not take the lead on this, we could continue to push the idea forward via a committee of stakeholders. We would need board directors to take the lead on this and run the committee.

- Time Estimate – 18 to 24 months (after Internal Optimization)
- Additional Resources Needed: Internal Optimization (above), dedicated staff time, dedicated board members willing to volunteer additional time.

Thank you!