

# AGENDA

## DOWNTOWN IMPROVEMENT DISTRICT



# DID

### Board Members:

Michael Bishop • Eric DeLong • Mike Ellis • Jane Gietzen • Kurt Hassberger • Bob Herr • Emily Loeks • Andrew Martin Jessica Slaydon • Carlos Sanchez • Denny Sturtevant • Gina Van Timmeren • Pat Waring • Scott Wierda • Daniel Williams

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September 23, 2019

3:00 pm Meeting

29 Pearl Street, NW Suite #1

- |   |           |         |
|---|-----------|---------|
| 1. Call to order  |           |         |
| 2. Public Comment   |           |         |
| 3. New Board Member Introduction                              | Info Item | Herr    |
| 4. Approve Meeting Minutes from April 24, 2019<br>(enclosure) | Motion    | Herr    |
| 5. Accept June 30, 2019 Financial Statements<br>(enclosure)   | Motion    | Wallace |
| 6. FY2020 Budget Adoption<br>(enclosure)                      | Motion    | Kelly   |
| 7. Block by Block Monthly Report<br>(enclosure)               | Info Item | Krenz   |
| 8. Block by Block Contract Authorization<br>(enclosure)       | Motion    | Kelly   |
| 9. DID Reauthorization Consultant<br>(enclosure)              | Motion    | Kelly   |
| 10. DGRI President & CEO Report                               | Info Item | Kelly   |
| 11. Board Member Discussion                                   |           |         |
| 12. Adjournment   |           |         |



MEETING OF THE DOWNTOWN IMPROVEMENT DISTRICT BOARD  
April 24, 2019

Attendance: Carlos Sanchez, Eric DeLong, Mike Ellis, Andrew Martin, Bob Herr, Denny Sturtevant, Emily Loeks, Jane Gietzen, and Pat Waring.

Others Present: Tim Kelly, Jana Wallace, Annamarie Buller, Kyama Kitavi, Stephanie Wong, Amanda Sloan (DGRI Staff), Rebecca Krenz, Jessica Wood, and Scott Atchison

Absent: Michael Bishop, Daniel Williams, Scott Wierda, Gina Van Timmeren, and Kurt Hassberger

Call to Order Chair, Bob Herr called the meeting to order at 3:30 pm

New Board Member Introduction

Mr. Herr welcomed Jane Gietzen as a new member of the DID Board. Brief introductions were made around the room.

Public Comment

Scott Atchison introduced himself to the Board and relayed his excitement for the number of scheduled events and conventions taking place in GR this year. He stated we need an information center at Pearl and Monroe. The little hill at Rosa Parks Circle should be leveled and concrete poured to host this. The booth would contain a daily menu matrix (listing all local bars and restaurants hours of operation) and allow you to scan a pdf with this info to your smartphone. He stated there should also be a pop up information center at Van Andel during events.

Approve Meeting Minutes from March 5, 2019

*Motion: Mr. Sturtevant, supported by Ms. Waring, moved to approve the March 5, 2019 meeting minutes as presented. Motion carried unanimously.*

Accept March 31, 2019 Financial Statements

Jana Wallace introduced the financial statements for the Downtown Improvement District as of March 31, 2019. She stated the City Treasurer has collected \$957,600 of the \$1.4 million special assessment and voluntary invoices introduced in September. City departments paid their share in October. She stated expenditures are trending normal. Generally, expenditures in the first half of the year are slower but will pick up in the last half of the year as we have seen with larger utility bills, winter clean up, and spring planter preparations. Mr. Herr requested clarification on the balance of assessments still due. Ms. Wallace stated those outstanding special assessments will be collected when the city treasurer issues July 1, 2019 bills.

*Motion: Jane Gietzen, supported by Carlos Sanchez, moved to approve Statement C: Schedule of Expenditures: January 1 through March 31, 2019 as recommended. Motion carried unanimously.*

#### FY2020 Budget Recommendation/ DID Renewal Process Update

Tim Kelly stated in 2015 the DID Board and City Commission approved a 5 year funding cycle for operations of the DID, setting revenues, boundaries, and budget. FY20 is this 5<sup>th</sup> and final year operating on this framework. The reauthorization or renewal process may bring changes in boundaries and the formula for assessing properties going forward. Expected revenues for FY20 include just over \$1 million from assessments, \$230,000 in assessments specifically for the operation of snowmelt, and interest on investments. On occasion, transfers from the Districtwide fund balance are made to ensure revenues and expenditures line up. Expenditures in FY20 align with our priorities to provide maintenance and beautification services, operate snowmelt systems, and fund our Ambassador programs. Some potential new items for consideration in this budget include retail business initiatives and the opportunity to work with a consultant in the process for DID renewal. Mr. Herr stated Freedman Associates helped us previously in the assessment process many years ago. Mr. Sturtevant asked if this consultant would simply be developing assessment formulas or also provide marketing support along the process. Mr. Kelly stated research or data gathering, and what it means from a services and revenue standpoint, would be part of that consultation. We want to ensure this assessment is providing what it is supposed to. Mr. DeLong stated the City of Grand Rapids recently allocated \$50,000 for capital expenditures to provide a comfort station (public restroom) downtown. The location and other details are still to be determined but Mr. DeLong suggested this board may want to consider partnering with the City to help fund the project. Mr. Kelly stated as an organization we share this priority; this project was included in the DDA budget for FY19 (in the non-tax fund).

Mr. Martin asked if we operate under the assumption the assessment formula will not change with the renewal. Mr. Kelly stated the calculation, though somewhat complex, has not changed since 2001. Potentially it could change if there were indications it was necessary. Mr. Herr stated on occasion we have a fund balance and asked if we would use that for contingency capital expenditures or offer a reduction on future assessments. Also, snow melt operating costs are significantly different than they were 5 years ago and Mr. Herr wondered how we could adjust for that. Jessica Wood stated during a renewal you have that opportunity, and you want to make that adjustment because ideally your costs and assessments are proportional. Ms. Gietzen asked if we look at the services we provide to determine the required revenue to support those or do we determine the services offered based on

what revenues we have. Mr. Herr stated that is good question. We will start with a survey to determine if the assessed are happy with our services or want something different. He stated we also need to have an understanding of what the new assessment base would be; property assessments could go up or down depending on who is included but we do not want a significant increase for anyone. Mr. Sturtevant stated in order to equip the assessed participants to respond to the survey, we need to help them identify the benefits being offered through the DID in this survey. Ms. Loeks agreed there is marketing involved in making people aware of what we are providing. Mr. Sturtevant stated we also should periodically have a strategic conversation about how the formulas get put together. If the same assessment is being placed on a 2 story building as a 15 story building, is that too much of a burden for the 2 story building? This renewal process brings a great opportunity to evaluate these strategic questions. He stated some of us have been through this process but some of us are new to the board. Mr. Kelly stated another piece we need to pay attention to is the draft legislation to potentially include residents in the DID assessment. The legislation being proposed to the state is for each city to have the choice.

Mr. Kelly requested board members to consider participating in the working group for this reauthorization process. These volunteers will meet regularly to hire and work with a consultant to ultimately draft a new assessment determining boundaries, service, and term to start July 1, 2020.

*Motion: Jane Gietzen, supported by Emily Loeks, moved to approve the FY20 Downtown Improvement District Budget as presented. Motion carried unanimously.*

#### Downtown Retail Discussion

Mr. Kelly stated there has been an ongoing conversation on several boards and alliances regarding downtown retail and would like to include this board as we bring together stakeholders in a discussion regarding Retail Activation (a priority determined in the GR Forward Plan). The desire is for GR to be a Retail Destination and the way this is approached in the Plan is by critical mass. In order to support the services that people want, we believe we need more people living downtown. Our approach since 2015 is driving more residential density into downtown. Right now our retail is scattered throughout downtown as well as our housing units. We have clusters of residences and the idea is to fill in these spaces for more concentrated residential areas that would support retail services. Our goal is to reach 10,000 households (equating to 12,000 residents) in our quest to become a healthy retail city. We are making progress while approaching a total of 6,000 housing units, but we have a long way to go. Keep in mind, land use decisions and development matter. Mr. Kelly stated we also need to be aware of income density. In order to support services, people will need to have disposable income. Our goal to maintain 30% housing stock for affordable units has not changed but income density translates into retail lease rates. Not all streets are equal in lease rates and vacancy. Some areas need different solutions than others. Overall, GR is fairly consistent with national vacancy rates at 10%.

Mr. Kelly stated we looked at a number of things in the plan and made some zoning change recommendations. We determined we can't support retail on every street because our downtown footprint is so big. Instead, we need to focus retail on key streets that can support ground floor activity



and consider mixed-use development on corridors with higher vacancy rates. And just as a reminder to this board and the community, while we may not have a retail specific program, the work we do in this space already by supplying Ambassadors, greenery, parklets, and events all help create an environment supportive of investment. Also, the river is a key economic development tool and an opportunity to drive vibrancy downtown. To fill in gaps, we have sent out an invite to stakeholders at the City, The Chamber, and The Right Place to create a sub-committee to participate in this conversation. We would like to determine how, as an organization, DGRI can make a collaborative impact.

Mr. DeLong likes the focus on retail development and mentioned this was consistent with City Manager's goals that were introduced yesterday with his budget. Ms. Waring asked if a specific retail corridor has emerged in anyone's mind. Mr. Kelly stated Monroe Center, Ionia, Commerce, Pearl and Bridge, from a support standpoint, can sustain significant retail. Targeted commercial corridors, where ground floor activity is still important, include Monroe, Division, Fulton, and Ottawa. Mr. Sturtevant stated strategies will change depending on the location with consideration of the street layout or the behavioral health of the neighborhood. He stated there are opportunities to support growth of arts in areas soft on the retail side as live/work spaces stay full most of the time and create energy around the spaces. Mr. Kelly agreed and stated the nuances of specific areas will need to be considered in these discussions where we want to require ground floor retail for new developments.

#### Downtown Pop Up Park

Ms. Wong announced the DDA has approved funding for a public dog park, the first downtown, and only the third off leash dog park in Grand Rapids. Ms. Wong presented photos of other temporary or pop up dog parks in urban areas including San Jose, Seattle and Denver. This project, which is part of the Parks Strategic Master Plan, has been in the works for over the last year as we considered locations and sought partnerships. We are working with MapleGrove Property Management to erect this park at 210 Market Ave where 234 Market Condos are at 15% capacity and currently have 15 dogs. Census data tells us that at least 5,000 households own a dog in this zip code so this park brings an amenity to help residents embrace downtown living. The park will have two entrances: one on the south and one on the north. Two areas include an all dog section and a small dog only section adding to up to 8,000 square feet. The Parks Department will be donating wood chips, boulders and trees to the project. Mr. Sanchez stated this park is basically the front yard for the residents at 234 Market and asked how they felt about this project. Ms. Wong stated they are excited about it; these condos are pet-friendly and this area is already being used for this purpose. She stated we have noticed the planter beds on Monroe Center are suffering and our hope is that the broader community will take advantage of this amenity. Ms. Loeks asked what would be added. Ms. Wong stated fencing, wood chips for ground cover, planter boxes, trees, and seating will be added as well as waste receptacles and trash liners to be provided by the DID. Mr. Martin asked if there many pedestrian friendly ways to reach the park. Ms. Wong stated access points were intentionally placed on the ends and not on Market Ave considering the vehicular activity in that area. Mr. Herr requested clarification on funding and policing the area. Mr. Kelly stated the DDA is funding the fence and believes this will be mainly self-policed. It will be community effort to maintain but we will see how this 1 year pilot project goes.

Mr. Sanchez asked if the fence would be see through. Ms. Wong stated, yes, it will be a black chain link fence 6 feet tall. Ms. Gietzen asked if there will be smoking allowed in this area? Ms. Wong stated it will be non-smoking and follow the same rules and hours of operation of other dog parks throughout the city.

### DGRI President & CEO Report

#### DDA (2/13/19)

- Approved extension to the DGRI Service Agreement
- Authorized funding for Lyon Square CM and final Plaza Design
- Received an annual report presentation from the Downtown Ambassadors

#### DID (3/5/19)

- Review financial statements through 12/31/18
- Review of proposed Downtown plantings for spring 2019
- Considering extension to the DGRI Service Agreement

#### MNTIFA (2/13/19)

- Elected 2019 Officers
- Received a presentation on FY18 Audit
- Approved extension to the DGRI Service Agreement
- Authorized funding of Downtown transit shelters
- Received a presentation on PA57

#### DGRI (3/22/19)

- Reviewed River Governance Strategy
- Discussed next steps related to a Downtown Retail Strategy
- Received overview of a proposed approach for a Downtown Corporate Recruitment and Retention Strategy

### Board Member Discussion

Mr. Herr reminded the group that Monday, May 6<sup>th</sup> The Economic Club of Grand Rapids will be hosting a luncheon with speaker, Jed Perl, on the topic “50 Year Anniversary of Calder Sculpture” as the anniversary approaches. Jed Perl is an American Art Critic and Author Biographer on Alexander Calder.

### Adjournment

The meeting adjourned at 4:42pm

Minutes taken by:

Amanda Sloan

Administrative Assistant

Downtown Grand Rapids Inc.

# MEMORAN

**Agenda Item 5.  
September 23, 2019  
DID Meeting**

DATE: August 23, 2019

TO: Bob Herr, Chair  
Downtown Improvement District

FROM: Jana M. Wallace, Treasurer  
Downtown Improvement District

**SUBJECT: Grand Rapids Downtown Improvement District  
Preliminary Financial Statements as of June 30, 2019**

Attached are the DID's preliminary financial statements for the fiscal year ended June 30, 2019. These statements include the following:

Statement A: Balance Sheet - Preliminary  
Statement B: Statement of FY2019 Revenues and Expenditures – Preliminary  
Statement C: Schedule of Expenditures: April 1 through June 30, 2019 - Preliminary

For FY2019, District-Wide and Monument Park net assessment revenues, budgeted revenues less reserves for uncollectible accounts, were lower than budgeted. However, Campau Promenade and Monroe Center assessment revenues were equal to their budgets. Total expenditures were 9.45% lower than budgeted for the year.

Please contact me at 616-456-4514 or via email at [jwallace@grcity.us](mailto:jwallace@grcity.us) if you have any questions.

Attachments

did\_stmtcover.doc jmw

## STATEMENT A

### GRAND RAPIDS DOWNTOWN IMPROVEMENT DISTRICT

#### Balance Sheet

as of June 30, 2019 Preliminary

	As of 06/30/2018	As of 06/30/2019
<b>ASSETS</b>		
Pooled Cash & Investments - District-Wide	\$ 561,511	\$ 469,852
Pooled Cash & Investments - Campau Promenade	39,543	24,163
Pooled Cash & Investments - Monroe Center	358,133	447,261
Pooled Cash & Investments - Monument Park	(14,433)	6,466
Interest Receivable - All Districts	2,313	3,664
<b>TOTAL ASSETS</b>	<b>\$ 947,067</b>	<b>\$ 951,406</b>
<b>LIABILITIES AND FUND EQUITY</b>		
<b>Liabilities</b>		
Accounts Payable - All Districts	\$ 58,033	\$ 46,142
<b>TOTAL LIABILITIES</b>	<b>\$ 58,033</b>	<b>\$ 46,142</b>
Reserve for Encumbrances	\$ -	\$ -
Reserve for Compensated Absences	1,853	1,515
Unrestricted Reserve - District-Wide	505,975	427,258
Unrestricted Reserve - Campau Promenade	37,941	23,285
Unrestricted Reserve - Monroe Center	357,778	446,912
Unrestricted Reserve - Monument Park	(14,513)	6,294
<b>TOTAL FUND EQUITY</b>	<b>\$ 889,034</b>	<b>\$ 905,264</b>
<b>TOTAL LIABILITIES &amp; FUND EQUITY</b>	<b>\$ 947,067</b>	<b>\$ 951,406</b>

## STATEMENT B

### GRAND RAPIDS DOWNTOWN IMPROVEMENT DISTRICT

#### FY2019 Statement of Revenues and Expenditures

July 1, 2018 - June 30, 2019 Preliminary

REVENUES	FY2019	
	Budget	Actual
Assessments - District-Wide	\$ 1,041,863	\$ 873,299
Assessments - Campau Promenade Snowmelt	46,305 <sup>1</sup>	46,305
Assessments - Monroe Center Snowmelt	163,909 <sup>1</sup>	163,909
Assessments - Monument Park Snowmelt	17,364	6,133
Reserve for Uncollectible Accounts - District-Wide	(139,000)	-
Reserve for Uncollectible Accounts - Monument Park	(11,000)	-
Earnings on Investments - District-Wide	22,115	27,935
Earnings on Investments - Campau Promenade	2,783	1,891
Earnings on Investments - Monroe Center	2,190	14,642
Earnings on Investments - Monument Park	-	96
District-Wide Miscellaneous Reimbursements	-	232
Transfer - From District-Wide to Monument Park for Shortfall	(24,386)	(24,386)
Transfer - To Monument Park from District-Wide for Shortfall	24,386	24,386
From / (To) Fund Balance	87,944	-
<b>TOTAL REVENUES</b>	<b>\$ 1,234,473</b>	<b>\$ 1,134,442</b>
<b>EXPENDITURES</b>		
<b>DISTRICT-WIDE SERVICES</b>		
<b>Maintenance and Beautification</b>		
Landscaping and Beautification	\$ 552,025	\$ 550,693
Irrigation - Repairs & Water	6,000	10,993
Personnel - Wages and Benefits	30,000	27,925
<b>Sub-Total</b>	<b>\$ 588,025</b>	<b>\$ 589,611</b>
<b>Marketing and Communications</b>		
Advertising and Promotions	7,275	-
Personnel - Wages and Benefits	70,000	54,157
Printing, Postage, Supplies, Performers, Storage, etc.	6,500	3,540
Website Services	3,500	-
<b>Sub-Total</b>	<b>\$ 87,275</b>	<b>\$ 57,697</b>
<b>Administration</b>		
DGRI Overhead - Rent, Meetings, Phones, Cleaning, etc	20,000	24,190
Insurance	7,000	-
Personnel - Wages and Benefits	40,000	85,571
Professional Services - Legal / Human Resources / Tech	8,000	27,286
Supplies, Office Equipment, etc	8,500	5,305
<b>Sub-Total</b>	<b>\$ 83,500</b>	<b>\$ 142,352</b>
<b>Public Safety - Ambassador Program</b>	<b>100,000</b>	<b>100,000</b>
<b>Capital and Operating Improvements</b>	<b>68,986</b>	<b>-</b>
<b>Pick-Up Truck for Use by Clean Team &amp; Ambassadors</b>	<b>31,014</b>	<b>30,713</b>
<b>City A-87 Costs</b>	<b>35,423</b>	<b>35,423</b>
<b>TOTAL EXPENDITURES - DISTRICT-WIDE SERVICES</b>	<b>\$ 994,223</b>	<b>\$ 955,796</b>
<b>SNOWMELT SYSTEM OPERATIONS</b>		
CAMPAU PROMENADE DISTRICT	70,000	62,853
MONROE CENTER DISTRICT	154,500	89,417
MONUMENT PARK DISTRICT	15,750	9,808
<b>TOTAL EXPENDITURES - ALL DISTRICTS</b>	<b>\$ 1,234,473</b>	<b>\$ 1,117,874</b>
<b>EXCESS / (DEFICIT)</b>	<b>\$ -</b>	<b>\$ 16,568</b>

Special & Voluntary Assessments as of 06/30/2019 Prelim	Budgeted	Invoiced	Received	Receivable
District-Wide	\$ 1,041,863	\$ 1,041,863	\$ 873,299	\$ -
Campau Promenade Snowmelt Operations	46,305	46,305	46,305	-
Monroe Center Snowmelt Operations	163,909	163,909	163,909	-
Monument Park Snowmelt Operations	17,364	17,364	6,133	-
<b>TOTAL</b>	<b>\$ 1,269,441</b>	<b>\$ 1,269,441</b>	<b>\$ 1,089,646</b>	<b>\$ -</b>

Note 1: Historically this district has collected 100% of invoiced assessments so no reserve was budgeted.

# STATEMENT C

## GRAND RAPIDS, MICHIGAN DOWNTOWN IMPROVEMENT DISTRICT Schedule of Expenditures April 1 - June 30, 2019 Preliminary

Date	Vendor	District Name & Category	Budget Line Item	Description	Amount
6/30/2019	DGRI Payroll Re-Allocation	District-Wide - Mktg & Comm	Personnel	DDA payroll re-allocation - 12/21/18-06/30/2019	\$ 42,914.10
4/7/2019	Mydatt Svc Inc dba Block by Block	District-Wide - Maint & Beaut	Landscaping & Beautif	Clean Team 3/2019	40,761.78
5/12/2019	Mydatt Svc Inc dba Block by Block	District-Wide - Maint & Beaut	Landscaping & Beautif	Clean Team 4/2019	40,761.78
6/16/2019	Mydatt Svc Inc dba Block by Block	District-Wide - Maint & Beaut	Landscaping & Beautif	Clean Team 5/2019	40,761.78
7/15/2019	Mydatt Svc Inc dba Block by Block	District-Wide - Maint & Beaut	Landscaping & Beautif	Clean Team 6/2019	40,761.78
7/11/2019	City Treasurer - Fleet Mnmt	District-Wide - Administration	Capital Acquisition	Pick-Up truck for Clean Team & Ambassadors	30,713.13
6/30/2019	DGRI Payroll Re-Allocation	District-Wide - Administration	Personnel	DDA payroll re-allocation - 12/21/18-06/30/2019	17,482.33
4/23/2019	Stout Creek Landscapes, Inc.	District-Wide - Maint & Beaut	Landscaping & Beautif	Pmt #1 Monroe Ctr/Vandenberg/Fulton landscap'g	15,996.09
5/8/2019	City Treasurer - Street Lighting	Monroe Center District	Snowmelt Operations	Electricity usage January-June 2019	15,381.90
6/30/2019	DGRI Payroll Re-Allocation	District-Wide - Maint & Beaut	Personnel	DDA payroll re-allocation - 12/21/18-06/30/2019	12,694.47
6/25/2019	Stout Creek Landscapes, Inc.	District-Wide - Maint & Beaut	Landscaping & Beautif	Fulton Street Medians Plantings 06/2019	8,925.74
4/5/2019	Veolia Energy Grand Rapids LLC	Campau Promenade District	Snowmelt Operations	Steam service 4200000000 03/2019	7,855.63
4/5/2019	Veolia Energy Grand Rapids LLC	Monroe Center District	Snowmelt Operations	Steam service 3200000000 03/2019	7,079.86
5/9/2019	Priority Health	District-Wide - Administration	Personnel	Health Insurance May/June/July, 2019	7,043.23
6/25/2019	Stout Creek Landscapes, Inc.	District-Wide - Maint & Beaut	Landscaping & Beautif	Vandenberg Statue Landscape 06/2019	5,865.18
5/10/2019	Veolia Energy Grand Rapids LLC	Campau Promenade District	Snowmelt Operations	Steam service 4200000000 04/2019	4,251.98
5/10/2019	Veolia Energy Grand Rapids LLC	Monroe Center District	Snowmelt Operations	Steam service 3200000000 04/2019	3,921.23
5/21/2019	Geotech Inc	Monroe Center District	Snowmelt Operations	Snowmelt System O&M 04/2019	3,752.15
6/3/2019	City Treasurer - Budget Office	District-Wide - City A-87	General Fund Svcs	IET - Operating Transfer A-87	2,962.00
4/19/2019	City Treasurer - Budget Office	District-Wide - City A-87	General Fund Svcs	IET - Operating Transfer A-87	2,951.00
5/1/2019	City Treasurer - Budget Office	District-Wide - City A-87	General Fund Svcs	IET - Operating Transfer A-87	2,951.00
4/3/2019	DTE Energy	Campau Promenade District	Snowmelt Operations	43 Monroe parking ramp - 9100 297 30421 03/19	2,663.90
7/11/2019	City Treasurer - Dept of Public Works	District-Wide - Maint & Beaut	Landscaping & Beautif	Weekly Trash Disposal 04/01/2019 - 06/30/2019	2,275.00
4/23/2019	Katerberg Co., Inc	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	Vandenberg Irrigation System 04/01/2019	2,250.00
5/30/2019	City Treasurer - Water Bills	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	62 Monroe Center planters - WS2063167 19/05	2,200.24
4/11/2019	Consumers Energy 1	Monroe Center District	Snowmelt Operations	66 Monroe Center - 1000 1401 9077 03/19	1,651.52
5/10/2019	Consumers Energy 1	Monroe Center District	Snowmelt Operations	66 Monroe Center - 1000 1401 9077 04/19	1,542.68
4/10/2019	Consumers Energy 1	Monument Park District	Snowmelt Operations	1 Monroe Center NE - 1000 6880 7039 03/19	1,499.81
6/3/2019	Overhead Door Company of GR Inc	District-Wide - Maint & Beaut	Landscaping & Beautif	Maintenance service: DID 05/2019	1,450.00
4/7/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Office Lease: 29 Pearl Street 04/2019	1,415.68
5/12/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Office Lease: 29 Pearl Street 05/2019	1,415.68
6/17/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Office Lease: 29 Pearl Street 06/2019	1,415.68
7/11/2019	Veolia Energy Grand Rapids LLC	Monroe Center District	Snowmelt Operations	Steam service 3200000000 06/2019	1,133.60
6/4/2019	Veolia Energy Grand Rapids LLC	Monroe Center District	Snowmelt Operations	Steam service 3200000000 05/2019	1,128.46
5/21/2019	Fusion IT LLC	District-Wide - Administration	Professional Svcs	Hardware/software enginervices 05/2019	1,080.05
6/1/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 06/01/2019	1,024.68
6/4/2019	Veolia Energy Grand Rapids LLC	Campau Promenade District	Snowmelt Operations	Steam service 4200000000 05/2019	985.88
7/11/2019	Veolia Energy Grand Rapids LLC	Campau Promenade District	Snowmelt Operations	Steam service 4200000000 06/2019	985.88
4/7/2019	Icon Sign Company, LLC	District-Wide - Mktg & Comm	Printing/Postage/etc.	Ambassadors Truck Stickers 03/2019	927.12
6/26/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: DID Matters 05/2019	902.00
5/21/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: DID Misc. Matters 03/2019	858.00
6/25/2019	Swift Printing & Communications	District-Wide - Mktg & Comm	Printing/Postage/etc.	Ambassador postcards 3/2019	848.71
4/20/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 04/20/2019	596.23
4/6/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 04/06/2019	596.18
7/15/2019	HR Collaborative LLC	District-Wide - Administration	Professional Svcs	Talent Search: Oper Mgr 1st installment of 3 06/19	587.10
4/17/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	DID Legal Misc 02/2019	550.00
4/23/2019	Geotech Inc	Monroe Center District	Snowmelt Operations	Snowmelt System O&M 03/2019	537.75
4/7/2019	Swift Printing & Communications	District-Wide - Mktg & Comm	Printing/Postage/etc.	Jr Ambassador stickers 03/2019	514.39
6/30/2019	THE KR GROUP INC #21621 Accrual	District-Wide - Administration	Professional Svcs	Accrue services performed in FY2019	510.20
7/2/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: Block by Block services agrmnt 5/2019	506.00
7/11/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: Block by Block services agrmnt 5/2019	506.00
5/12/2019	Katerberg Co., Inc	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	Repairs at Vandenberg Statue 04/23/2019	504.90
6/25/2019	Evergreen Undergrd Sprinkling Co	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	Sprinkler maint: Grandville Irrigation 6/4/19	369.50
5/10/2019	Consumers Energy 1	Monument Park District	Snowmelt Operations	1 Monroe Center NE - 1000 6880 7039 04/19	346.43
5/21/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: DID Act 120 02/2019	330.00
4/17/2019	HR Collaborative LLC	District-Wide - Administration	Professional Svcs	HR Consultant services 03/2019	308.96
5/30/2019	Blue Cross Blue Shield of Michigan	District-Wide - Administration	Personnel	Dental Insurance Premium May/June/July 2019	260.08
4/24/2019	TGG, Inc.	District-Wide - Administration	Personnel	Life & S/T & L/T disability insurance - 05/2019	239.67
6/25/2019	Evergreen Undergrd Sprinkling Co	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	Sprinkler maint: Oakes Street 6/4/2019	239.00
5/22/2019	TGG, Inc.	District-Wide - Administration	Personnel	Life & S/T & L/T disability insurance - 06/2019	230.34
6/13/2019	Consumers Energy 1	Monroe Center District	Snowmelt Operations	66 Monroe Center - 1000 1401 9077 05/19	229.66
6/16/2019	TGG, Inc.	District-Wide - Administration	Personnel	Life & S/T & L/T disability insurance - 07/2019	228.75
4/17/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	DGRI Board of Advisors 02/2019	228.19
5/4/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 05/04/2019	223.57
7/11/2019	Consumers Energy 1	Monroe Center District	Snowmelt Operations	66 Monroe Center - 1000 1401 9077 06/19	223.54
5/2/2019	DTE Energy	Campau Promenade District	Snowmelt Operations	43 Monroe parking ramp - 9100 297 30421 04/19	222.78

continued on the next page

**STATEMENT C**  
**DOWNTOWN IMPROVEMENT DISTRICT**  
**Schedule of Expenditures - continued**  
**April 1 - June 30, 2019 Preliminary**

Page 2

Date	Vendor	District Name & Category	Budget Line Item	Description	Amount
<i>continued from prior page</i>					
6/29/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 06/29/2019	\$ 204.94
6/30/2019	THE KR GROUP INC #21581 Accrual	District-Wide - Administration	Professional Svcs	Accrue services performed in FY2019	203.04
6/13/2019	Consumers Energy 1	Monument Park District	Snowmelt Operations	1 Monroe Center NE - 1000 6880 7039 05/19	197.44
5/27/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services 05/2019	188.36
7/15/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services 05/2019	188.36
7/11/2019	Consumers Energy 1	Monument Park District	Snowmelt Operations	1 Monroe Center NE - 1000 6880 7039 06/19	176.23
5/12/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	Meraki Firewal 3 yr license 04/2019	169.18
6/30/2019	DGRI Payroll Re-Allocation	District-Wide - Mktg & Comm	Personnel	DDA payroll fees re-allocation - 12/21-06/30/2019	168.96
5/12/2019	HR Collaborative LLC	District-Wide - Administration	Professional Svcs	HR Consultant services 04/2019	166.67
7/15/2019	HR Collaborative LLC	District-Wide - Administration	Professional Svcs	HR Consultant services 06/2019	166.34
5/21/2019	H2Oasis, Inc.	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	Labor: Pearl Street irrigation system 05/2019	160.00
6/15/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 06/15/2019	149.03
6/27/2019	City Treasurer - Water Bills	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	331 Winter NW - WS2005642 06/19	147.26
4/7/2019	Curtis Laundry and Dry Cleaners, Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Ambassador Open House linens 03/2019	141.00
5/18/2019	City Treasurer - Payroll	District-Wide - Administration	Personnel	Staff support for pay-period ending 05/18/2019	130.42
4/23/2019	Breck Graphics Inc dba Allegra	District-Wide - Mktg & Comm	Printing/Postage/etc.	Business Cards: Ambassadors 02/2019	125.00
4/7/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Office Lease: 29 Pearl Street Mezz Office 04/2019	117.42
5/12/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Office Lease: 29 Pearl Street Mezz Office 05/2019	117.42
6/16/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Office Lease: 29 Pearl Street Mezz Office 06/2019	117.42
4/5/2019	Consumers Energy 1	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 1030 2027 1245 03/19	116.73
4/7/2019	Professional Maint of Michigan Inc.	District-Wide - Administration	DGRI Overhead	Janitorial services March 2019	111.55
5/12/2019	Professional Maint of Michigan Inc.	District-Wide - Administration	DGRI Overhead	Janitorial services April 2019	111.55
6/3/2019	Professional Maint of Michigan Inc.	District-Wide - Administration	DGRI Overhead	Janitorial services May 2019	111.55
7/15/2019	Professional Maint of Michigan Inc.	District-Wide - Administration	DGRI Overhead	Janitorial services June 2019	111.55
4/5/2019	City Treasurer - Water Bills	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	331 Winter NW - WS2005642 03/19	102.22
5/22/2019	Consumers Energy 1	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 1030 2027 1245 04/19	99.75
5/22/2019	Mydatt Svc Inc dba Block by Block	District-Wide - Maint & Beaut	Landscaping & Beautif	Ambassadors Supplies 05/2019	95.29
6/16/2019	PETERSEN PLUMBING CO	District-Wide - Maint & Beaut	Landscaping & Beautif	Backflow device test for 331 Winter NW	95.00
7/11/2019	Consumers Energy 1	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 1030 2027 1245 06/19	93.21
6/27/2019	GreatAmerica Financial Svcs Corp	District-Wide - Administration	Supplies, Equipment, etc.	Copier Lease 06/2019	90.24
4/23/2019	DTE Energy	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 9100 258 89908 04/19	86.82
6/3/2019	GreatAmerica Financial Svcs Corp	District-Wide - Administration	Supplies, Equipment, etc.	Copier Lease 05/2019	86.48
6/3/2019	Consumers Energy 1	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 1030 2027 1245 05/19	85.45
4/7/2019	GreatAmerica Financial Svcs Corp	District-Wide - Administration	Supplies, Equipment, etc.	Copier Lease 03/2019	82.84
5/12/2019	GreatAmerica Financial Svcs Corp	District-Wide - Administration	Supplies, Equipment, etc.	Copier Lease 04/2019	78.90
6/3/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	Security Training 2019	77.30
4/23/2019	Mydatt Svc Inc dba Block by Block	District-Wide - Maint & Beaut	Landscaping & Beautif	Ambassadors Supplies 03/2019	70.07
6/25/2019	City Treasurer - MobileGR	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	Evergreen Sprinkling 06/25/2019 meter hooding	70.00
6/30/2019	DGRI Payroll Re-Allocation	District-Wide - Administration	Personnel	DDA payroll fees re-allocation - 12/21-06/30/2019	66.91
6/16/2019	HR Collaborative LLC	District-Wide - Administration	Professional Svcs	HR Consultant services 05/2019	66.54
6/2/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: DID Misc. Matters 01/2019	66.00
5/30/2019	DTE Energy	Campau Promenade District	Snowmelt Operations	43 Monroe parking ramp - 9100 297 30421 05/19	65.62
7/11/2019	DTE Energy	Campau Promenade District	Snowmelt Operations	43 Monroe parking ramp - 9100 297 30421 06/19	65.62
7/15/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	64.39
4/17/2019	TDS Metrocom, LLC	District-Wide - Administration	DGRI Overhead	Phone Service 04/2019	61.36
5/13/2019	TDS Metrocom, LLC	District-Wide - Administration	DGRI Overhead	Phone Service 05/2019	61.36
6/16/2019	TDS Metrocom, LLC	District-Wide - Administration	DGRI Overhead	Phone Service 6/2019	61.35
6/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	57.75
5/21/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Utility Service: Electricity 04/2019-05/2019	57.60
5/23/2019	DTE Energy	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 9100 258 89908 05/19	56.87
4/23/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Utility Service: Electricity 03/2019-04/2019	56.81
6/25/2019	Federal Square Bldg Co. #1, LLC	District-Wide - Administration	DGRI Overhead	Utility Service: Electricity 05/2019-06/2019	56.57
7/16/2019	Cellco Partnership dba Verizon	District-Wide - Administration	DGRI Overhead	Cell Phone Service 06/2019	55.17
4/16/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services: 03/2019	52.11
5/12/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services: 04/2019	51.79
6/30/2019	DGRI Payroll Re-Allocation	District-Wide - Maint & Beaut	Personnel	DDA payroll fees re-allocation - 12/21-06/30/2019	49.98
4/16/2019	West Michigan Hispanic Chamber	District-Wide - Administration	DGRI Overhead	Annual Membership dues 2019	48.92
4/23/2019	Cellco Partnership dba Verizon	District-Wide - Administration	DGRI Overhead	Cell Phone Service 03/19-04/19	45.52
5/21/2019	Cellco Partnership dba Verizon	District-Wide - Administration	DGRI Overhead	Cell Phone Service 04/19-05/19	45.52
6/25/2019	Cellco Partnership dba Verizon	District-Wide - Administration	DGRI Overhead	Cell Phone Service 05/2019	45.52
4/16/2019	MVP Sportsplex - GR, LLC	District-Wide - Administration	Personnel	Paid via Payroll Deductions 03/2019	45.40
5/12/2019	MVP Sportsplex - GR, LLC	District-Wide - Administration	Personnel	Paid via Payroll Deductions 04/2019	45.40

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**STATEMENT C**  
**DOWNTOWN IMPROVEMENT DISTRICT**  
**Schedule of Expenditures - continued**  
**April 1 - June 30, 2019 Preliminary**

Page 3

Date	Vendor	District Name & Category	Budget Line Item	Description	Amount
<i>continued from prior page</i>					
5/21/2019	MVP Sportsplex - GR, LLC	District-Wide - Administration	Personnel	Paid via Payroll Deductions 01/2019	\$ 45.40
6/16/2019	MVP Sportsplex - GR, LLC	District-Wide - Administration	Personnel	Paid via Payroll Deductions 06/2019	45.40
7/15/2019	Geotech Inc	Monroe Center District	Snowmelt Operations	Snowmelt System O&M 06/2019	43.50
7/15/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services 06/2019	40.39
7/18/2019	Fifth Third Bank P-card 06/19	District-Wide - Administration	DGRI Overhead	Software maintenance & licensing Fees 06/2019	40.12
5/9/2019	Fifth Third Bank P-card 04/19	District-Wide - Administration	DGRI Overhead	Office Supplies	38.18
6/3/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services: 05/2019	38.09
7/15/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	IT services- System Engineer 06/2019	33.03
5/2/2019	City Treasurer - Water Bills	District-Wide - Maint & Beaut	Irrigation-Repairs/Water	3 Market SW planters - WS2117023 04/19	31.29
4/7/2019	Comcast	District-Wide - Administration	DGRI Overhead	Internet at 29 Pearl St NW 04/2019	29.72
5/12/2019	Comcast	District-Wide - Administration	DGRI Overhead	Internet at 29 Pearl St NW 05/2019	29.72
6/16/2019	Comcast	District-Wide - Administration	DGRI Overhead	Internet at 29 Pearl St NW 06/2019	29.72
6/27/2019	DTE Energy	District-Wide - Maint & Beaut	Landscaping & Beautif	Winter Ave offices - 9100 258 89908 06/19	28.37
4/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/2019	24.84
5/27/2019	Madcap Coffee Company	District-Wide - Administration	Supplies, Equipment, etc.	Meeting Supplies 05/19	23.78
7/15/2019	Promotional Impact	District-Wide - Administration	Supplies, Equipment, etc.	DGRI Staff Name Badges 06/2019	23.78
5/12/2019	Madcap Coffee Company	District-Wide - Administration	Supplies, Equipment, etc.	Meeting Supplies 04/19	22.59
7/15/2019	Madcap Coffee Company	District-Wide - Administration	Supplies, Equipment, etc.	Meeting Supplies 06/19	22.45
6/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	21.84
7/15/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	21.84
7/15/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	20.77
6/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	20.74
7/23/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	20.61
5/12/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/09/2019	20.16
7/18/2019	Fifth Third Bank P-card 06/19	District-Wide - Administration	DGRI Overhead	Office Supplies 06/2019	19.58
5/12/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/16/2019	19.45
5/15/2019	City Treasurer - Petty Cash	District-Wide - Administration	DGRI Overhead	Office supplies & Decorations 2018	19.06
4/16/2019	Engineered Protection Sys Inc	District-Wide - Administration	DGRI Overhead	Office Security System 5/1/2019 - 7/31/2019	18.14
5/12/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/23/2019	16.08
4/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/2019	16.04
7/15/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	15.66
6/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	15.38
5/21/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: DGRI Agreement 03/2019	12.92
5/21/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: DGRI Misc Matters 03/2019	12.92
4/23/2019	Gordon Water Systems	District-Wide - Administration	Supplies, Equipment, etc.	Water Cooler Lease 04-19	12.23
5/27/2019	Gordon Water Systems	District-Wide - Administration	Supplies, Equipment, etc.	Water Cooler Lease 05-19	11.16
6/25/2019	Gordon Water Systems	District-Wide - Administration	Supplies, Equipment, etc.	Water Cooler Lease 06-19	11.16
4/7/2019	Breck Graphics Inc dba Allegra	District-Wide - Administration	Supplies, Equipment, etc.	Business Cards: F. Valera 3/2019	11.05
5/12/2019	Breck Graphics Inc dba Allegra	District-Wide - Administration	Supplies, Equipment, etc.	Business Cards: Y. Cornejo 4/2019	11.05
4/16/2019	Model Coveral Service Inc	District-Wide - Administration	DGRI Overhead	Floor Mat Rental 04/2019	9.04
6/25/2019	The KR Group, Inc.	District-Wide - Administration	Professional Svcs	Misc IT svcs - new temp. employee 06/13/2019	8.80
6/16/2019	Model Coveral Service Inc	District-Wide - Administration	DGRI Overhead	Floor Mat Rental 06/2019	8.73
5/12/2019	Model Coveral Service Inc	District-Wide - Administration	DGRI Overhead	Floor Mat Rental 05/06/2019	8.72
7/15/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 06/2019	8.22
4/1/2019	Amanda Sloan	District-Wide - Administration	Supplies, Equipment, etc.	Reimbursement for Office Supplies 3/28/2019	6.65
6/12/2019	Fifth Third Bank P-card 05/19	District-Wide - Administration	DGRI Overhead	Office Supplies	6.62
4/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/2019	6.01
4/10/2019	Fifth Third Bank P-card 03/19	District-Wide - Administration	DGRI Overhead	Office Supplies 03/2019	5.59
5/15/2019	City Treasurer - Petty Cash	District-Wide - Administration	DGRI Overhead	DGRI Postage	4.98
4/16/2019	Staples Contract & Commercial Inc.	District-Wide - Administration	Supplies, Equipment, etc.	Office supplies 04/2019	4.98
4/7/2019	Fusion IT LLC	District-Wide - Administration	Professional Svcs	Network Management 4/2019	2.35
4/23/2019	Fusion IT LLC	District-Wide - Administration	Professional Svcs	Network Management 03/2019	2.35
5/12/2019	Fusion IT LLC	District-Wide - Administration	Professional Svcs	Network Management 05/2019	2.35
6/3/2019	Fusion IT LLC	District-Wide - Administration	Professional Svcs	Network Management 06/01/2019	2.35
5/22/2019	Amanda Sloan	District-Wide - Administration	Supplies, Equipment, etc.	Office Supplies Reimb. 5/19/2019	2.14
5/15/2019	Amanda Sloan	District-Wide - Administration	Supplies, Equipment, etc.	Office Supplies Reimb. 05/2019	1.76
6/30/2019	City of Grand Rapids	District-Wide - Administration	Personnel	Compensated absences reserve adjustment	(338.00)
7/11/2019	Dickinson Wright PLLC	District-Wide - Administration	Professional Svcs	Legal: Block by Block services agrmnt 5/2019	(506.00)
<b>EXPENDITURES FROM APRIL 1 THROUGH JUNE 30, 2019 PRELIMINARY</b>					<b>\$ 400,878.85</b>



# MEMORANDUM

DOWNTOWN  
IMPROVEMENT  
DISTRICT



**DID**

DATE: September 20, 2019

TO: Downtown Improvement District

FROM: Tim Kelly, AICP  
President & CEO

SUBJECT: FY20 DID Budget Adoption

**Agenda Item #6**  
**September 23, 2019**  
**DID Meeting**

On April 22, 2019 the DID Board recommended the FY2020 budget to the Grand Rapids City Commission to request fund appropriation for the fiscal year beginning July 1, 2019. That budget was presented and unanimously approved by the City Commission on May 14, 2019 (attached). The final step in the budget process is adoption by the DID Board. Additional information, including a summary of the budget process and the priorities included in the FY2020 budget is provided below.

## Overview

In October 2015, the Downtown Improvement District (DID) Board and Grand Rapids City Commission approved a five-year authorization for operations of the DID. That authorization established the DID boundary, the formula for assessing properties, a description of proposed services and a multi-year budget establishing the area wide and sub area assessments for FY2016 – FY2020 (attached). FY2020 will be the fifth and final year of the current authorization.

## Revenues

For FY20, the total areawide assessments amount to \$1,093,956 with an additional \$235,679 to be assessed for the operation of the Monroe Center, Louis Campau and Monument Park snowmelt systems. There is also \$25,468 anticipated to be received via interest on investments.

In addition to the revenue from assessments, the budget also reflects transfers from the Districtwide fund balance. To offset uncollectable assessments for the snowmelt operation and maintenance at Monument Park, a transfer in the amount of \$25,000 is proposed. Further, to cover costs of previously authorized capital and operating improvement projects that may be billed after July 1, as well as to complete any new priority projects that might emerge throughout the year, a \$160,000 transfer is also



**DOWNTOWN**  
GRAND RAPIDS INC.

shown. Any new projects would need to be authorized by the DID prior to implementation. As of March 31, 2019, the Areawide fund balance is \$755,840, so there is sufficient capacity to support the transfer.

While the overall assessment is modestly increasing from prior years as approved in the re-authorization, based on prior years collections of Class 2 (private, not-for-profit) and Class 3 (government) assessments, staff is forecasting \$150,000 in uncollected assessments, bringing total expected assessment revenue to \$1,179,635. Though many non-profits and government agencies do participate voluntarily, their assessments are not lienable, so the City Assessor has no ability to mandate payment. Combined with the fund balance transfer and earnings on investment, **total resources available for FY20 are expected to be \$1,371,249.**

### Expenditures

As evidenced in the budget, the DID will continue with its current priorities to provide maintenance and beautification services, invest in marketing and communications efforts, operate snow melt systems, and participate in funding of the Downtown Ambassador and Clean Team programs. As discussed during the approval of the contract in FY19, it is recommended the Board also approve an additional \$.50/hour increase for FY20. The wage increase is expected to aid with reducing annual turnover and will bring wages into alignment with similar jobs in Kent County, and would be memorialized in the new contract to be approved by the DID and DGRI Board of Advisors and executed with Block by Block prior to July 1, 2019.

In addition to the current priorities, funding is also proposed for Downtown business support, as well as for consultant services to assist in the reauthorization process. This funding could be used for data collection, research and updates to the assessment benefit study that was completed in January 2001.

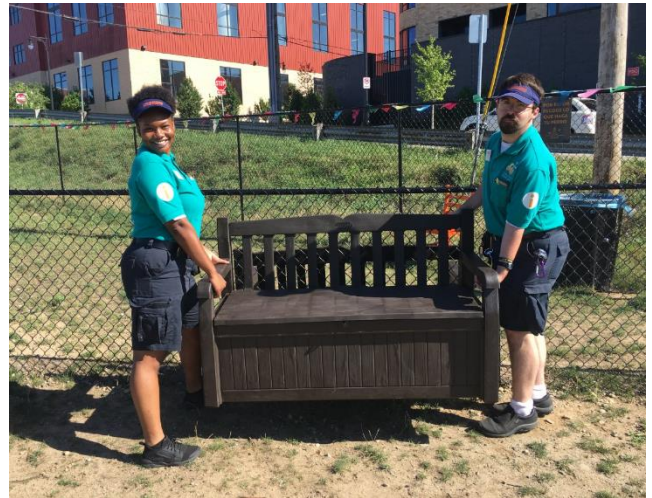
### Next Steps

Following a recommendation from the DID Board, DGRI staff will present the recommended budget to the City Commission on May 14, 2019, requesting bottom-line appropriation. Following approval by City Commission, the DID Board would be asked to adopt the budget at their June 17, 2019 meeting.

**Recommendation: Adopt the FY20 Downtown Improvement District Budget and recommend it to the Grand Rapids City Commission.**

**CITY OF GRAND RAPIDS, MICHIGAN**  
**Downtown Improvement District**  
**FY2020 Budget Requests for July 1, 2019 through June 30, 2020**  
**Recommended by the DID Board on April 24, 2019**  
**Approved by Grand Rapids City Commission on May 14, 2019**  
**Submitting for Adoption by the DID Board on June 17, 2019**

FY 2020 Budget Requests by Fund					
	District- Wide	Campau Promenade	Monroe Center	Monument Park	TOTAL
<b>RESOURCES</b>					
Assessments - District-Wide	\$ 1,093,956	\$ -	\$ -	\$ -	\$ 1,093,956
Assessments - Campau Promenade Snowmelt	-	48,620	-	-	48,620
Assessments - Monroe Center Snowmelt	-	-	168,826	-	168,826
Assessments - Monument Park Snowmelt	-	-	-	18,233	18,233
Estimated Uncollectible Assessments					
Class 2	(20,000)	-	-	-	(20,000)
Class 3	(119,000)	-	-	(11,000)	(130,000)
From District-Wide for Monument Park Shortfall	(25,000)	-	-	25,000	-
Investment Earnings	16,160	1,234	8,074	-	25,468
From / (To) fund balance	160,000	20,146	-	(14,000)	166,146
<b>Total Resources</b>	<b>\$ 1,106,116</b>	<b>\$ 70,000</b>	<b>\$ 176,900</b>	<b>\$ 18,233</b>	<b>\$ 1,371,249</b>
<b>APPROPRIATIONS</b>					
<b>Maintenance and beautification</b>					
Landscaping and Beautification	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
Irrigation for Planters - Repairs & Water	6,000	-	-	-	6,000
Personnel - Wages and Benefits	30,000	-	-	-	30,000
<b>Sub-Total</b>	<b>\$ 536,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 536,000</b>
<b>Marketing and communications</b>					
Advertising and Promotions	50,000	-	-	-	50,000
Personnel - Wages and Benefits	40,000	-	-	-	40,000
Printing, Postage, Supplies, Performers, Storage, etc.	6,500	-	-	-	6,500
Website Services	3,500	-	-	-	3,500
<b>Sub-Total</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>Administration</b>					
DGRI Overhead - Rent/Meetings/Phones/Cleaning, etc	20,000	-	-	-	20,000
Insurance	7,000	-	-	-	7,000
Personnel - Wages and Benefits	70,467	-	-	-	70,467
Professional Services - Legal/Human Resources/Tech	79,000	-	-	-	79,000
Supplies, Office Equipment, etc	8,500	-	-	-	8,500
<b>Sub-Total</b>	<b>\$ 184,967</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 184,967</b>
<b>Public Safety - Ambassador Program</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>Capital and Operating Improvements</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
<b>City A-87 Costs</b>	<b>35,149</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,149</b>
<b>Snowmelt Operations</b>					
Monroe Center Snowmelt	-	-	176,900	-	176,900
Campau Promenade Snowmelt	-	70,000	-	-	70,000
Monument Park Snowmelt	-	-	-	18,233	18,233
<b>Sub-Total</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 176,900</b>	<b>\$ 18,233</b>	<b>\$ 265,133</b>
<b>Total Appropriations</b>	<b>\$ 1,106,116</b>	<b>\$ 70,000</b>	<b>\$ 176,900</b>	<b>\$ 18,233</b>	<b>\$ 1,371,249</b>
<b>Excess of Resources Over Appropriations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Downtown Grand Rapids Ambassador Report

## August 2019



# Hospitality



Martha takes a couple's picture at the Love statue. She passed on a bike map and directions to a local restaurant for lunch.

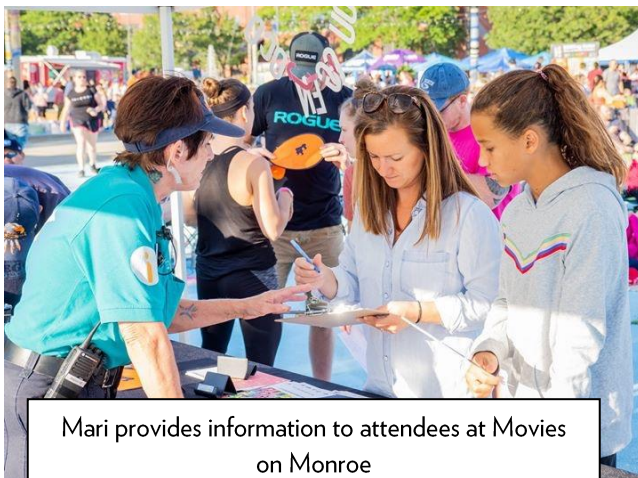
The dog days of summer in August brought a few changes in our team. Andrew Hall took over the role of Operations Supervisor as some of our team members returned to school and others hit their 1 year anniversary with the Ambassador team. Our team participated in the National Night Out in Heartside Park, the Hispanic Festival and a special event at Degage where our Outreach Ambassador was accessible to all. Our team regularly staffed Relax at Rosa and two events weekly in Heartside for fresh food access. We were lucky enough to attend & participate in the last Movies on Monroe of the season.



Mari engages with small businesses at the Small Business Expo. The Ambassador program is just one incentive to open or move your business downtown.

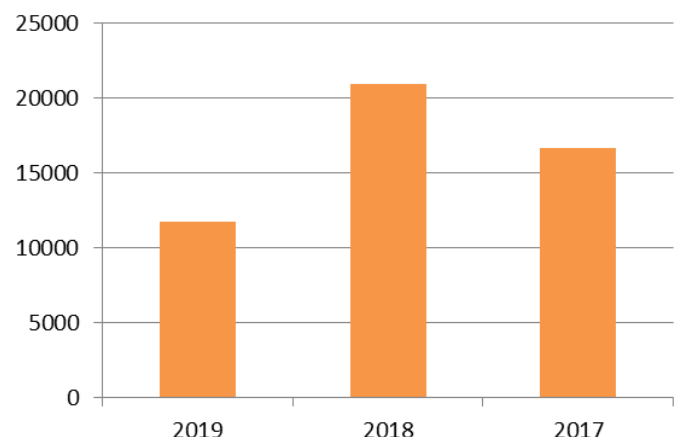


People rush to their meters when they see an ambassador. Even though we're not parking services, our team is well informed on parking meters & kiosks. And if we don't know the answer we will find someone who does!



Mari provides information to attendees at Movies on Monroe

## Total Hospitality & Engagement





# Beautification

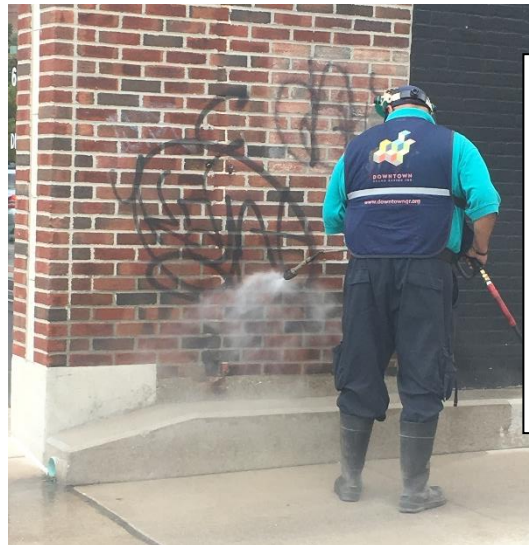


Evangeline cleans out the cob webs



Our pressure washing team has been kicking some dirt AND weeds this summer! A before and after picture of Ionia at Lyon shows the work they did on the dirt lines and weeds. Below is a great contrast picture revealing a fresh sidewalk

Tyteonna shows off a large pile of weeds she removed. Even our hospitality team beautifies downtown!

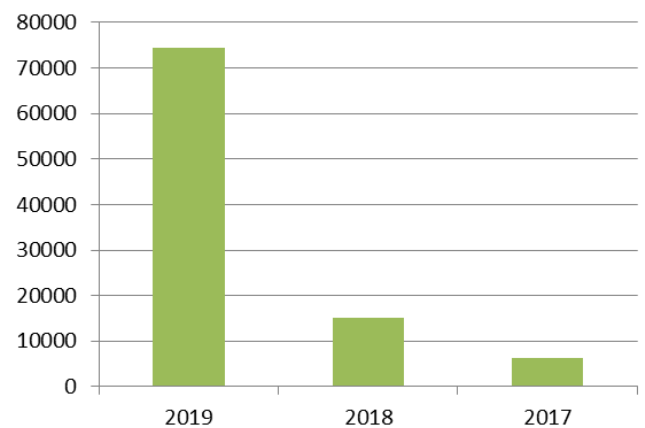


Upon special request and with permission from building owners, our team tackles graffiti tags that are not easily removed.



Dana, up before sunrise, uses the ATLV on Monroe Center to clear the leaves before anyone is downtown to park.

## Total Beautification Activity

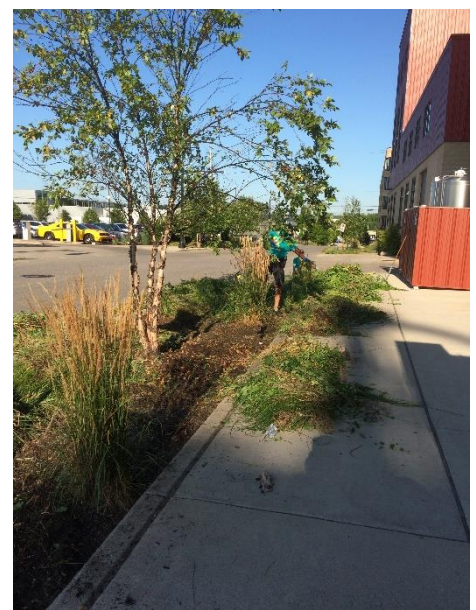
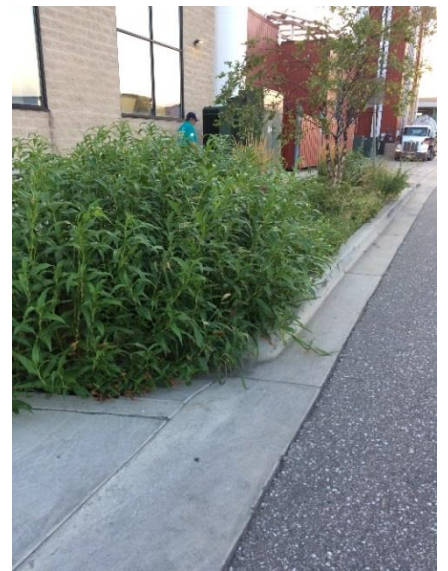




# Horticulture



A continuing conversation with new construction is “who takes care of this?” As we continue to communicate with other entities, the Ambassador team has accepted new areas of maintenance. One such location is near Grandville inclusive of Bio-swales & raised beds. The horticulture team has worked hard to clean these beds of the immense weeds and re-planting is in the future. There is still work to be done, but our all-star team got their hands dirty as soon as we learned about them.





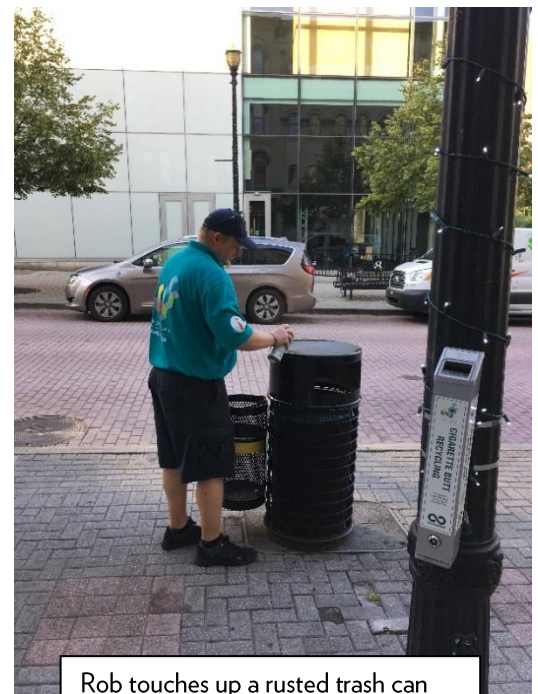
# Special Projects



Three summers ago we partnered with GVSU alumni to paint electrical boxes that were in bad shape. Luckily we had some leftover paint! Any of those boxes that get tagged are easily fixed!

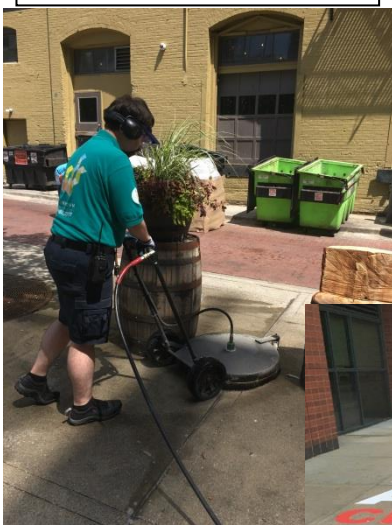
In August our team rolled out new amenities for the Downtown Dog Park such as benches and jugs of water for the pups. Rob painted some of the chipped & rusted trash cans. We pressure washed the Gator Alley so lily pad vinyl could be added. We installed cigarette urns near Kendall College and deployed much needed trash cans in 4 new locations.

Bike safety is top of mind for Downtown Grand Rapids, Inc. Dana took some time to pick up damaged delineators from the protected bike lane on North Division. Some of these were even laying in the middle of the lane!

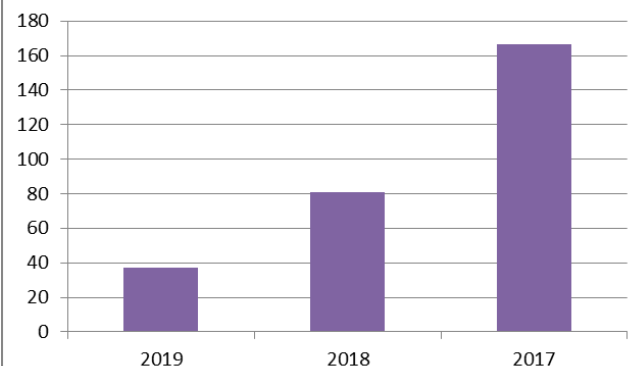


Rob touches up a rusted trash can

Andrew learns how to use the pressure washer prior to the Gator Alley vinyl install



Total Equipment Usage





# Highlights

A newly installed lift-gate will save our team from back breaking labor and expedite our work. This lift will help us throughout the year – in the winter we'll be using it to move snow blowers onto the truck much safer than we have in the past!



The Ambassadors have assisted with the fresh food access initiative in Heartside at Pekich Park. We deliver tents and provide presence during the YMCA Veggie Van and the Gleaning.



Safety is key! Evangeline finds abandoned clothing and uses her grabber to dig through looking for identification. When possible, we return a person's abandoned belongings to them. We often find important medications and identification left in backpacks. This same day Evangeline found a pile of bags near the police department. She took the bags to the front desk in case the owner came looking for them.



In the last great month of summer, Block by Block celebrates ambassador programs by providing a nationwide ice cream social for all ambassadors across the US. This time together allows the team to connect and relax before the next big thing: WINTER!



# Statistics Overview

August		2019	2018	2017	2019 YTD
Equipment Usage	ATLV Hours	22	3	11.25	14
	Bicycle (miles)	2	13	145	55
	Segway (Hours)	7	45	9	127.5
	Small Equipment (Hours)	6	20	1	122
	<b>Total Equipment Usage</b>	<b>37</b>	<b>81</b>	<b>166.25</b>	<b>318.5</b>
Beautification	Biohazard Clean Up	101	191	342	1,229
	Biohazard - Human	74	60	NA	323
	Infrastructure Management	2,635	1,500	NA	13,922
	Graffiti - Removed	378	300	424	897
	Planters Watered	1,493	1,221	800	3,159
	Power Washing (block faces)	58	79	45	306
	Snow Removal	NA	NA	NA	8,036
	Trash (Bags collected)	2,344	2,372	1,406	11,575
	Weed Abatement	67,284	9,390	3,180	46,223
	<b>Total Beautification Activity</b>	<b>74,367</b>	<b>15,113</b>	<b>6,197</b>	<b>85,670</b>
Hospitality & Engagement	Business Contact	206	193	207	1,242
	Mobility Assist	54	50	206	991
	Observation - Fighting	5	8	79	121
	PA - Directions	339	645	726	3,996
	PA - Information	3,517	4,287	4,235	22,517
	PA - Other	6,577	14,345	8,248	95,537
	Panhandling - Aggressive	135	72	156	552
	Panhandling - Passive	58	74	212	385
	Request for Emergency Services	2	1	4	20
	Sidewalk Violation	600	874	1,700	2,944
	Social Services Assist	273	387	814	667
	Suspicious Package	5	2	5	6
	Suspicious Activity	15	2	45	54
	<b>Total Hospitality &amp; Engagement Activity</b>	<b>11,786</b>	<b>20,940</b>	<b>16,637</b>	<b>129,032</b>
<b>Total Ambassador Activity</b>		<b>86,153</b>	<b>36,053</b>	<b>22,834</b>	<b>214,702</b>

# MEMORANDUM

DOWNTOWN  
IMPROVEMENT  
DISTRICT



**DID**

DATE: September 20, 2019

TO: Downtown Improvement District

FROM: Tim Kelly, AICP  
DGRI President & CEO

**Agenda Item #8**  
**September 23, 2019**  
**DID Meeting**

**SUBJECT: Block by Block Contract Authorization**

In September 2013, the Downtown Development Authority approved a Safety Services Agreement with Block by Block (BBB) to establish the Downtown Ambassador Program. Subsequently, in November 2015, the Downtown Improvement District (DID) and the Downtown Grand Rapids Inc. (DGRI) Board of Advisors approved a Maintenance and Cleaning Services Agreement with BBB for the deployment of the Downtown Clean Team.

Since being approved, the Ambassadors and Clean Team have made measurable impacts in Downtown Grand Rapids through the provision of maintenance, hospitality, informational, environmental, social, and safety-oriented services. As identified in the 2018 Year End Report, highlights from the previous year include:

- Business Contacts – 2,066
- Graffiti Removal – 2,102
- Block Faces Power Washed - 505
- Trash Bags Collected – 21,768
- Weed Abatements – 37,803

Based on the success of the program to date, it is recommended they be extended for an additional year. As proposed the amended term would run thru June 30, 2020 with the option for two one-year renewal terms at the conclusion. The one-year extension will coincide with the final year of the DID authorization. Further, to avoid having separate Agreements, the contracts will be combined so one Agreement covers both Programs.

In addition to the term extension, to keep wages for the Program competitive with similar jobs across the region, and to help with the retention of Ambassadors, a \$.50 raise was approved for FY2019 and is also recommended for FY2020. This wage increase was accounted for in the FY2020 budgets for the both the DID and DDA and brings total costs to \$874,165.78.

-



**DOWNTOWN**  
GRAND RAPIDS INC.

Other proposed changes for the FY20 term include:

- Term to run with the DGRI and City of GR fiscal year
- Included language regarding banked hours and DGRI's entitlement to repayment.
- Changes to F regarding the requirement for drug screening
- Updated language to reflect items that were fully amortized over the terms of the previous agreements.
- Incorporated language related to the purchase of a new truck.
- Updated insurance coverage requirements.
- Clarified to 60 days instead of 90 days

**RECOMMENDATION: Approve the Agreement with Block by Block for the continued provision of the Downtown Ambassador and Clean Team Programs.**



**SAFETY, HOSPITALITY, ENVIRONMENTAL  
MAINTENANCE AND CLEANING SERVICES  
AGREEMENT**

**THIS SAFETY, HOSPITALITY, ENVIRONMENTAL MAINTENANCE AND CLEANING SERVICES AGREEMENT** (the “Agreement”) is made and entered into as of July 1, 2019, by and between **DOWNTOWN GRAND RAPIDS, INC.**, a Michigan nonprofit corporation (“DGRI”) and **MYDATT SERVICES, INC., D/B/A BLOCK BY BLOCK**, an Ohio corporation (“BBB”).

**RECITALS**

A. The City of Grand Rapids Downtown Development Authority and BBB have previously entered into a Supplemental Safety Services Agreement dated September 25, 2013 (the “Safety Services Agreement”), including amendments thereto extending the term thereof to provide certain hospitality and safety services within a defined service area in downtown Grand Rapids which Safety Services Agreement expires June 30, 2019.

B. DGRI and BBB have previously entered into an Environmental Maintenance and Cleaning Services Agreement dated November 15, 2015 (the “Maintenance and Cleaning Services Agreement”) including an amendment thereto extending the term thereof to provide certain environmental maintenance and cleaning services within a defined service area in downtown Grand Rapids which Maintenance and Cleaning Services Agreement expires June 30, 2019.

C. DGRI and BBB have agreed to enter into this Agreement to extend the provisions of services by BBB as has been provided pursuant to the Safety Services Agreement and Maintenance and Cleaning Services Agreement.

**NOW, THEREFORE**, in consideration of the terms and conditions contained in this Agreement and the benefits to be derived therefrom, receipt of which is severally acknowledged, the parties hereto agree as follows:

**Section 1. Services to be Performed by BBB.** BBB shall perform the following services:

- A. Safety and Hospitality Services - BBB shall furnish ambassadors, including related supervisory and management personnel (the “Safety Ambassadors”), who shall provide the safety and hospitality services described in the attached Exhibit B (the “Safety and Hospitality Services”) within the service area identified on the attached Exhibit A (the “Service Area”).
- B. Environmental Maintenance and Cleaning Services - BBB shall furnish cleaning ambassadors including special projects/equipment operators, pressure washers, and related supervisory and management personnel (the “Cleaning Ambassadors” and together with the Safety Ambassadors the “Ambassadors”) who shall provide the environmental maintenance and cleaning services described in the attached

Exhibit C (the “Maintenance and Cleaning Services” and collective with the Safety and Hospitality Services the “Services”) within the Service Area.

Upon commencement of the term of this Agreement, BBB shall propose a comprehensive monthly plan of Services for the Service Area in accordance with Exhibits B and C (the “Plan”) and may, from time to time, propose modifications to such Plan. The Plan and any modifications thereof are subject to the prior written approval of DGRI. DGRI shall have the right to request or initiate modifications to the Plan at any time which shall be effective upon written mutual agreement of DGRI and BBB. Representatives of DGRI and BBB will meet at least quarterly and at such other times as DGRI may request to review the Plan and make necessary modifications and adjustments.

BBB will not be required to provide Services on Thanksgiving Day, Christmas Day and New Year’s Day.

**Section 2. Term of Agreement.** This Agreement shall have an initial term commencing July 1, 2019 and ending June 30, 2020 (the “Initial Term”), unless sooner terminated as provided in Section 11 hereof. At the end of the Initial Term, this Agreement may be renewed for two consecutive terms of one year each upon the prior written agreement of DGRI and BBB (each a “Renewal Term” and together with the Initial Term collectively, the “Term”). DGRI and BBB shall meet on or about April 1 of each year during the Term to discuss extending the term of this Agreement for a Renewal Term and any required modifications and revisions to this Agreement.

**Section 3. Standards of Performance.** BBB shall perform the Services in accordance with the highest industry standards. BBB will maintain close supervision over all Ambassadors to insure a high quality of the Services is delivered. Specific assignments, hours and duties of Ambassadors will be proposed monthly by BBB and approved by DGRI. BBB will perform the Services using the best practices for performance of similar services nationally.

**Section 4. Duties and Responsibilities of BBB.** BBB shall, when performing the Services, have the following duties and responsibilities:

- A. BBB shall at all times provide the number of Ambassadors required in accordance with the weekly service hours outlined in Exhibit D attached to this Agreement, to perform the Services identified in Exhibits B and C hereof as may be modified in accordance with the provisions of this Agreement. The Ambassadors shall be employees of BBB and shall at no time be deemed agents or employees of DGRI. BBB shall provide adequate training for the Ambassadors.
- B. BBB shall have a separate qualified operations manager assigned to oversee each of the Safety Ambassadors and Cleaning Ambassadors.
- C. BBB shall furnish appropriate uniforms, as approved by DGRI, and necessary equipment for the Ambassadors to provide the Services. The Ambassadors shall be clean, courteous, competently trained, neat in appearance and able to communicate in English. At all times while working, Ambassadors shall wear the uniform approved by DGRI.

- D. BBB shall furnish an adequate means of communication by which Ambassadors can communicate with each other and supervisory staff.
- E. BBB shall make available a designated representative at all reasonable times to report to, and confer with, representatives of DGRI regarding Services provided or to be provided.
- F. BBB shall conduct a background check including a criminal history on all of its employees assigned as Ambassadors or otherwise working in the Service Area.
- G. BBB shall be responsible for quantifying and retaining a record of the work of the Ambassadors in writing in a format acceptable to DGRI. Such records shall be provided to DGRI weekly and BBB shall be responsible for making at least weekly contact with a designated representative of DGRI. Such records shall be provided as a written report to DGRI on a calendar month and calendar quarter basis. Such report shall be considered the property of DGRI and shall not be made public by BBB without DGRI's prior approval.

#### **Section 5. Payment for Services.**

As payment for Services during the Initial Term, DGRI shall pay BBB a fixed monthly fee of \$72,847.15 based on the hours and hourly billable rates of the various classes of employees as set forth in Exhibits D and E. The maximum annual fixed amount of payments to BBB for Services during the Initial Term shall not exceed \$874,165.79.

Additional services not a part of the Services may be requested by DGRI from time to time. These services shall be provided at a cost of \$18.89 per hour for a Safety Ambassador, \$28.58 per hour for a Cleaning Ambassador, \$31.30 per hour for an Equipment or Special Projects Ambassador, \$31.20 per hour for a Pressure Washer Ambassador and \$32.82 per hour for a Team Leader. DGRI shall, whenever possible, make a written request for such additional services at least 48-hours in advance of the time service is needed.

At the time the parties agree to a Renewal Term they shall agree in writing to the fixed monthly fee and maximum annual amount to be paid during such Renewal Term, revised Exhibits D and E during the Renewal Term and the hourly rate for the various Ambassadors performing services at the request of DGRI outside the Services.

DGRI and BBB recognize that there may be months during the Term where the Services and number of hours worked may be reduced due to weather or other circumstances and other months where additional hours may be needed due to planned events or other circumstances. Hours of Services not used in a calendar monthly cycle shall be "banked" and applied to hours in another calendar monthly cycle within the Term or used with the prior approval of DGRI to hire additional Ambassadors to use the "banked" hours for the remainder of the Initial Term or Renewal Term as applicable. Any "banked" hours will be used for Services within the Service Area and will be provided at no additional payment to BBB. BBB agrees to maintain records of all hours worked and submit calendar monthly summaries of all hours worked, the cost per hour, the tasks performed and "banked" hours available for future use. At the conclusion of the contract term, or at any point during the duration of the contract, DGRI may, at its sole discretion,

request any unused banked hours be credited back in form of a reduced monthly fee, or in another payment acceptable to DGRI.

At the end of its Initial Term and each Renewal Term, BBB shall provide DGRI a report which sets forth a final accounting of all hours worked, the cost per hour, the tasks performed and the hours “banked” during such period.

BBB shall invoice DGRI for Services of a calendar month by the 15<sup>th</sup> day of the calendar month following the calendar month Services were performed. DGRI shall pay BBB within 30 days of receipt of such invoice.

**Section 6. Provision of Equipment.** BBB has procured the equipment in the attached Exhibit F (the “Equipment”) to assist it in the performance of the Services. The Equipment is owned by BBB and BBB is responsible for all repair, maintenance, insurance and associated costs. The Equipment has been fully amortized over the term of the prior Maintenance and Safety Services Agreement between DGRI and BBB. In the event of termination of this Agreement, DGRI shall have the option to purchase the Equipment at its fair market value determined by appraisal of a certified equipment appraiser mutually acceptable to DGRI and BBB.

DGRI shall provide to BBB the truck identified on attached Exhibit G to assist it in the performance of the Services provided pursuant to this Agreement. The Truck will be owned by DGRI and DGRI will be responsible for all repairs, maintenance, insurance and associated costs.

**Section 7. Indemnification.** To the extent permitted by law, DGRI and BBB shall defend, indemnify and hold each other and their respective officers, boardmembers, agents and employees harmless from and against any and all claims, demands, losses, damages, injury, liabilities, expenses (including reasonable attorney's' fees and costs and expenses), judgments, liens, encumbrances, orders and awards arising directly or indirectly from the negligent performance or willful misconduct by the other party and/or its respective officers, boardmembers, agents and employees under this Agreement by any person on account of, or arising out of, (a) injury to or death of any person, (b) loss or damage to any property, (c) the employment of or performance of the Services by either party's personnel and the termination, constructive or otherwise, of such employment or performance of Services, or (d) any breach of any federal, State or local laws, *provided, however*, that neither party shall be obligated to indemnify the other for such party's own gross negligence or willful misconduct.

In the event DGRI and BBB are found jointly liable by a court of competent jurisdiction, liability shall be apportioned comparatively in accordance with the laws of the State without, however, waiving any defenses of such party.

**Section 8. Insurance.** During the Term of this Agreement, BBB shall at its cost and expense, procure and maintain in full force and effect the below listed types of insurance through insurance companies licensed to do and doing business in the State. Such insurance shall name DGRI, the DDA, the Tax Increment Finance Authority of the City of Grand Rapids aka Monroe North TIFA and the City of Grand Rapids as additional insureds with respect to Comprehensive General Liability Insurance and Comprehensive Automobile Liability Insurance. Insurance



maintained by DGRI shall be in excess of, and not contribute to, the insurance required to be provided by this Agreement.

The following insurance coverage shall be provided by BBB:

- A. comprehensive general liability insurance with a combined single limit for bodily injury, personal injury and property damage of not less than \$1,000,000 per occurrence and \$2,000,000 in the annual aggregate;
- B. comprehensive automobile liability insurance insuring all owned, non-owned and hired motor vehicles with a minimum coverage of \$1,000,000 combined single limit for any one accident and \$2,000,000 in the annual aggregate;
- C. all risk insurance insuring the replacement value of the Equipment;
- D. employer liability insurance with a minimum coverage of \$500,000 per occurrence;
- E. workers' compensation insurance sufficient to satisfy State law requirements; and
- F. umbrella liability insurance in an amount not less than \$4,000,000.

**Section 9. BBB Representations and Warranties.** BBB represents and warrants that (i) it will perform all Services in a good and workmanlike manner and with reasonable skill, (ii) it will pay all costs and expenses required for the performance of the Services, except as otherwise provided in this Agreement, and (iii) it has the requisite permits from all appropriate authorities to provide the Services. BBB warrants that all Services will be performed in accordance with applicable laws. BBB makes no other representations or warranties regarding this Agreement or the performance of the Services.

**Section 10. Relationship of the Parties.** DGRI and BBB are not partners, fiduciaries or joint venturers and nothing in this Agreement creates or will create the relation of partner, fiduciary or joint venturers between them. Without limiting the generality of the foregoing, each is acting independently, is obligated to separately account for its respective activities and expressly disclaims any fiduciary duty to the other. BBB shall be an independent contractor and shall not be an agent or employee of DGRI to any extent or for any purpose and nothing in this Agreement shall be construed to cause or create such relationship. BBB shall have no authority to and shall not act for DGRI or bind or attempt to bind DGRI in or under any contract or agreement or to otherwise obligate DGRI in any manner whatsoever.

**Section 11. Termination.** Either DGRI or BBB may terminate this Agreement if the other commits a material breach of its obligations under this Agreement and fails to correct such breach within sixty (60) days after delivery of written notice of such breach *provided, however*, if such breach cannot be reasonably cured within the sixty (60) day period then such party shall have a reasonable period to cure such breach. Notwithstanding the foregoing, either party may terminate this Agreement with or without cause at any time upon sixty (60) days' prior written notice to the other party.

**Section 12. Force Majeure.** Neither DGRI nor BBB shall be liable for damages to the other or have the right to terminate this Agreement for any delay or default in performing hereunder if such delay or default is caused by reason of any circumstance beyond its reasonable control including, but not limited to, acts of God, fire, flood, earthquake, extraordinary weather conditions, acts of war, acts of terrorism, labor disputes, riots, civil disorder, rebellions or revolutions in any country. A party shall be excused from any further performance or observance of the obligations so affected so long as such circumstances prevail and that party continues to use all commercially reasonable efforts to recommence performance whenever and to whatever extent possible.

**Section 13. Notices.** All notices or other communications hereunder shall be sufficiently given and shall be deemed given when in writing and dispatched by regular or certified mail, postage prepaid or hand delivered, addressed or delivered as follows:

If to DGRI:

Downtown Grand Rapids, Inc.  
29 Pearl Street, N.W., Suite 1  
Grand Rapids, Michigan 49503  
Attention: Executive Director

If to BBB:

Mydatt Services, Inc.  
7135 Charlotte Pike  
Nashville, Tennessee 37209  
Attention: President

The parties hereto may, by notice given hereunder, designate any further or different address to which subsequent notices or other communications may be sent.

**Section 14. Amendment.** Except as otherwise may be expressly permitted in this Agreement, this Agreement and any of the Exhibits attached hereto may not be amended except in writing by a document signed by both parties hereto.

**Section 15. No Other Agreements.** This Agreement supersedes all prior agreements, negotiations and discussion relative to the subject matter hereof and represents the full understanding of the parties with respect to said subject matter.

**Section 16. Remedies Cumulative.** The remedies of DGRI or BBB hereunder are cumulative and the exercise of any one or more of the remedies provided for shall not be construed as a waiver of any other remedies of such party.

**Section 17. Governing Law.** This Agreement shall be construed in accordance with the laws of the State of Michigan.

**Section 18. Counterparts.** This Agreement may be executed by the parties hereto in counterparts, each of which shall be an original and when taken together, shall constitute a single agreement.

**Section 19. Successors and Assigns.** The terms, conditions, covenants and restrictions of this Agreement shall extend and apply to and bind the successors and assigns of DGRI and BBB.

**Section 20. Severability.** The invalidity or enforceability of any provision or part of any provision of this Agreement shall not affect the other provisions or parts hereof and this Agreement shall be construed in all respects as if such invalid or unenforceable provisions or parts were omitted, provided, that removal of such provisions or parts does not materially change the terms or provisions of this Agreement or the intent of the parties hereto.

**Section 21. No Third Party Beneficiary.** The terms, conditions, obligations and benefits of this Agreement are intended solely for the parties hereto. No third party is an intended beneficiary in this Agreement nor is it entitled to enforce the provisions hereof.

**Section 22. Attorney's Fees.** In any litigation, arbitration or other proceeding by a party seeking to enforce its rights under this Agreement or seeking a declaration of any rights or obligations under this Agreement, the prevailing party shall be awarded its reasonable attorney's fees and related costs and expenses.

**Section 23. Assignment.** Neither party to this Agreement may assign its rights or obligations hereunder without the prior written consent of the other party.

**IN WITNESS WHEREOF,** DGRI and BBB have caused these presents to be signed by their respective, duly authorized officer as of the date and year first written above.

**DOWNTOWN GRAND RAPIDS, INC.**

By: \_\_\_\_\_  
Nikos Monoyios, Chairperson

**MYDATT SERVICES, INC.**  
**d/b/a Block by Block**

By: \_\_\_\_\_  
Blair McBride, President

## **EXHIBIT A**

### **Service Area**

[drawing of Service Area boundaries]

## **EXHIBIT B**

### **Safety and Hospitality Services**

- Walking Patrols – Ambassadors will be deployed to assigned zones to patrol the area as (i) a deterrent for unwanted activity and (ii) an interaction with businesses, residents and visitors. Ambassadors on walking patrol will be responsible for making public relations checks at various businesses each day through a personal contact and to gather and share with such businesses safety related information.
- Bicycle Patrols – Based on an approved deployment plan, some Ambassadors will be assigned to patrol a designated area on bicycle or other individual transportation modes. This will permit Ambassadors to cover more area and provide extra visibility without losing the ability to interact with the public or to be disconnected from the Service Area environment. Ambassadors will use bicycles or other individual transportation modes to patrol alleys and surface parking lots to deter unwanted activity and offer assistance.
- Public Relations Checks – Ambassadors will be responsible for stopping and visiting a specified number of businesses per shift. The duration of each public relations check should be no more than five minutes per business, which should be spent speaking with the manager(s) of the business to gather and share security related information and concerns. A list of businesses in which public relation checks were conducted will be reported and recorded daily.
- Addressing Quality of Life Issues – Ambassadors will be responsible for interacting with persons creating quality of life issues to advise them of local ordinances and requesting compliance. All Ambassadors will be trained in ‘situational protocol’ to appropriately handle situations in a firm, yet courteous, manner.
- After Hours Escorts – Based on the availability of Ambassadors at the time, after hours escorts may be arranged upon request by calling the on-duty Team Leader on a publicized cell phone number to arrange for an Ambassador to meet persons at places of business or residence and walk them to their destination.
- Information Sharing – Working with the Grand Rapids Police Department, the Ambassadors will be utilized to share information to educate stakeholders on safety/security related issues.
- Reporting – Ambassadors will be responsible for completing daily activity reports and submitting them to DGRI as requested. The daily statistics will be compiled monthly and provided to DGRI. The Ambassadors will gather information on any incidents or criminal activity that is considered to be out of the ordinary and forward such information in the form of an incident report to the Grand Rapids Police Department. Criminal activity includes “quality of life” crimes, such as public intoxication, open container, loitering, trespassing, public urination and aggressive panhandling.
- Hospitality Services – Ambassadors shall, as a part of their daily patrolling of the Service Area, interact with pedestrians and, in order to be friendly, good will representatives of the Service Area to share information, provide directions and make recommendations.

## **EXHIBIT C**

### **Environmental Maintenance and Cleaning Services**

- Manual Removal of Litter and Debris – Ambassadors shall remove and dispose of litter, trash and debris in the public rights-of-way, extending 18 inches beyond the curb into a street or alley, by mechanical or manual means, including all types of paper, cigarette packages and butts, leaves, gravel or rocks, cans, cardboard, boxes, plastic refuse, bottles, broken glass, beverage spills, urine, feces, vomit and dead animals.
- Weed Control – Ambassadors shall kill and remove weeds and grass in the public rights-of-way including spraying weeds as needed with chemicals that meet applicable laws and regulations.
- Mechanical Cleaning – Ambassadors shall use mechanical cleaning devices, clean sidewalks and remove debris and litter from public pedestrian rights-of-way (including sidewalks, pedestrian skywalks and alleys) and tree wells. Certain Ambassadors will be hired and trained by BBB to be the primary operators of the mechanical cleaning devices. Only in the event of an imminent emergency should other Ambassadors be permitted to operate the devices.
- Handbill Removal – Ambassadors shall remove handbills, stickers, posters and similar items from utility poles, mail boxes, courier boxes, newspaper or magazine boxes, kiosks, telephones, parking meters and other fixtures in the public rights-of-way.
- Graffiti Removal – Ambassadors shall remove or cover graffiti from the first floor of building facings or visible from the public rights-of-way, and from utility poles, mail boxes, courier boxes, newspaper or magazine boxes, kiosks, telephones, parking meters and other fixtures, within 24 hours after the graffiti appears (subject to any delay necessary to obtain consent of the owner of any private property), using the least intrusive means available and approved by the property owner of any private property. Ambassadors will not perform graffiti removal on private property without the prior consent of the owner. DGRI staff will assist the Ambassadors in securing the consent from the owner of any private property affected.
- Power Washing – Scheduled power washing as well as spot cleaning will be performed throughout the Service Area. BBB will work with DGRI to set priority areas as well as a schedule.
- Landscaping – Ambassadors shall provide landscaping maintenance assistance to DGRI in cooperation with a landscaping firm acceptable to DGRI and retained by BBB. Ambassadors shall work directly with said firm to maintain and water landscaping in the Service Areas. Ambassadors will be responsible for day-to-day watering, pruning and weeding of landscaping beds and shall assist the firm in the installation of new plant material.
- Snow Removal – Ambassadors shall remove snow from public infrastructure, including, but not limited to, parking meters, bus stops, fire hydrants, curb cuts, catch basins and bike storage areas, using mechanical and manual snow removal equipment. DGRI and BBB will work directly to identify the priority areas for snow removal.

- Special Projects – Ambassadors shall carry out a variety of special projects mutually agreed upon by DGRI and BBB. Such special projects include painting of public fixtures (benches, seating, etc.), setting up and removing outdoor furniture, set-up at various DGRI events and any other projects not requiring ‘technical’ expertise that can be carried out within reasonable methods or means by Ambassadors.

**EXHIBIT D**

**Weekly Service Hours**

**Safety and Hospitality Services**

<b>Weekly Hours</b>	
<b>Ambassadors</b>	<b>208.00</b>
<b>Team Leader</b>	<b>24.00</b>
<b>Operations Manager</b>	<b>32.00</b>
<b>Weekly Total</b>	<b>264.00</b>



## Weekly Service Hours

### Environmental Maintenance and Cleaning Services

**Peak Season (April 1st through October 31<sup>st</sup>)**

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Cleaning Ambassadors	11:30am-5pm	Core	Special Projects					4		4	8
	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Manual Cleaning	8	8	8			8	8	40
	7am-3pm	Core	Manual Cleaning	8	8	8			8	8	40
	11:30am-7pm	Core	Manual Cleaning			8	8	8	8		32
	11:30am-7pm	Core	Manual Cleaning				8	8			16
Special Projects/Equipment Operators	7am-3pm	Planters	Flower Watering and Landscape Maintenance	8	8	8	8	8	8	8	56
	FLEX	Planters	FLEX		4	4	4	4	4	4	24
	7am-3pm	Western Zone	Mechanical Cleaning				2	2	2	2	8
	7am-3pm	Core	Mechanical Cleaning		4	8	4	8	4		28
Pressure Washer	7am-3pm	ALL	Pressure Washing		10	10	10	10			40
Pressure Washer	7am-3pm	ALL	Pressure Washing		10	10	10	10			40
Team Leader	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
Ops Supervisor	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
Operations Manager	9am-6pm	ALL	This is a "Working" Manager			2	2	2	2		8
				24	52	82	72	80	60	50	
Total Scheduled Weekly Hours											420

## Weekly Service Hours

### Environmental Maintenance and Cleaning Services

#### Off Peak Season (November 1st through March 31<sup>st</sup>)

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Cleaning Ambassadors	11:30am-5pm	Core	Special Projects							4	4
	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Manual Cleaning	8	8			8	8	8	40
	11am-7pm	Core	Manual Cleaning			8	8	8	8	8	40
	11am-7pm	Core	Manual Cleaning			8	8				16
Special Projects/Equipment Operators	7am-3pm	Planters	Flower Watering								0
	FLEX	Planters	FLEX								0
	7am-3pm	Western Zone	Mechanical Cleaning			2	2		2	2	8
	7am-3pm	Core	Mechanical Cleaning	8	8	4	4		4		28
Pressure Washer	7am-3pm	ALL	Pressure Washing								0
	7am-3pm	ALL	Pressure Washing								0
Team Leader	7am-3pm	ALL	Supervision & Trash Pick-up	8	8					8	24
Ops Supervisor	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
Operations Manager	9am-6pm	ALL	This is a "Working" Manager			2	2	2	2		8
				24	28	36	36	30	36	38	
Total Scheduled Weekly Hours											224

## EXHIBIT E

### Average Wage Rates

#### Safety and Hospitality Services

Pricing	Safety Ambassadors	Safety Team Leader	Safety Operations Manager	Safety General Manager
Pay Rate	\$11.88	\$15.20	\$21.63	\$29.46
FICA	\$0.91	\$1.16	\$1.66	\$2.25
WC	\$0.67	\$0.85	\$1.21	\$1.65
Liability	\$0.30	\$0.39	\$0.55	\$0.75
Unemployment	\$0.63	\$0.80	\$1.14	\$1.56
Overhead	\$2.61	\$2.61	\$2.61	\$261
Benefits	\$0.80	\$0.80	\$0.80	\$0.80
Profit	\$1.15	\$1.15	\$1.15	\$1.15
Bill Rate	\$18.94	\$22.97	\$30.76	\$40.24
Weekly Hours	208.00	24.00	32.00	20.00
Annual Hours	10,816.00	1,248.00	1,664.00	1,040.00
Annual Billing	\$204,899.96	\$28,662.86	51,182.49	41,848.81
Annual Billing				\$316,289.29

## Average Wage Rates

### Environmental Maintenance and Cleaning Services

Pricing	Cleaning Ambassadors	Special Project/Equipment Operators	Pressure Washers	Team Leader	Operations Supervisor	Operations Manager
<b>Pay Rate</b>	<b>\$11.90</b>	<b>\$13.50</b>	<b>\$12.50</b>	<b>\$15.00</b>	<b>\$17.63</b>	<b>\$21.63</b>
<b>FICA</b>	\$0.91	\$1.03	\$0.96	\$1.15	\$1.35	\$1.66
<b>WC</b>	\$0.67	\$0.76	\$0.70	\$0.84	\$0.99	\$1.21
<b>Liability</b>	\$0.30	\$0.34	\$0.32	\$0.38	\$0.45	\$0.55
<b>Unemployment</b>	\$0.63	\$0.71	\$0.66	\$0.79	\$0.93	\$1.14
<b>Overhead</b>	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70	\$11.70
<b>Benefits</b>	\$0.98	\$0.98	\$0.98	\$0.98	\$0.98	\$0.98
<b>Profit</b>	\$1.76	\$1.76	\$1.76	\$1.76	\$1.76	\$1.76
<b>Bill Rate</b>	<b>\$28.85</b>	<b>\$30.78</b>	<b>\$29.57</b>	<b>\$32.60</b>	<b>\$35.79</b>	<b>\$40.63</b>
<b>Weekly Hours</b>	121.46	83.69	47.69	24.00	40.00	8.00
<b>Annual Hours</b>	6,316.00	4,352.00	2,480.00	1,248.00	2,080.00	416.00
<b>Annual Billing</b>	<b>\$182,191.88</b>	<b>\$133,969.91</b>	<b>\$73,340.11</b>	<b>\$40,684.65</b>	<b>\$74,438.14</b>	<b>\$16,903.63</b>
						<b>\$557,876.50</b>

**EXHIBIT F**  
**BBB Equipment**

- (1) Ford F-150 Truck
- (2) John Deer Gator
- (5) Megabrute Container
- (1) ATLV
- (2) Utility Vacuum
- (2) Industrial Snow Blowers
- (1) Utility Trailer

**EXHIBIT G**  
**DGRI Equipment**

(1) 2019 Ford F-150 Truck

(2) Snow Blowers

(1) Hot Pressure Washer

# MEMORANDUM

DOWNTOWN  
IMPROVEMENT  
DISTRICT



**DID**

DATE: September 20, 2019

TO: Downtown Improvement District

FROM: Tim Kelly, AICP  
DGRI President & CEO

**Agenda Item #9**  
**September 23, 2019**  
**DID Meeting**

**SUBJECT: DID Reauthorization Consultant**

In August 2019, DGRI issued a Request for Qualification (RFQ) for consultants to support the reauthorization of the Downtown Improvement District (attached). The existing five-year authorization is approved through June 30, 2020, and in order to continue to deliver enhanced services to Downtown needs to be reauthorized by the City Commission before it expires. The chosen consultant will work with DGRI staff and a Steering Committee comprised of DID Board members and Downtown stakeholders to evaluate various renewal scenarios, including analysis of existing and proposed services, boundaries, costs, funding formulas, and other related elements as directed.

At the conclusion of the RFQ process a total of four RFQ responses were received (attached). Based on review of the proposals and additional staff due diligence, Progressive Urban Management Associates (P.U.M.A) has been identified as the strongest team with the expertise and experience required to support this important process.

P.U.M.A is a leading real estate economics and urban planning consultancy offering management, marketing and financial expertise to advance downtown and community development. They have an accomplished portfolio of working with urban place management organizations and come recommended by peer organizations/cities. Over their 26 years of practice they have helped establish and/or renew more than 80 DIDs nationwide. The firm also comes with familiarity of the local context, having served as the lead consultant for the Downtown Framework Plan in 2011 and a subsequent organizational plan for DGRI in 2012.

As outlined in their response, the process proposed by P.U.M.A for reauthorization will include:

- Project Orientation and Preparation
- Stakeholder Outreach
- Development of a Draft Management Plan
- Creation of Marketing Materials to Support Reauthorization Approval



**DOWNTOWN**  
GRAND RAPIDS INC.

The RFQ purposefully did not request respondents to submit budget information, opting to deliberate the options based on skills and experience. Given DID approval, the next step is for DGRI staff to further discuss the process goals, schedule and budget with the preferred consultant team. If authorized staff will finalize terms of a scope of work and consultant contract with P.U.M.A for an amount not to exceed the FY20 budget

**Recommendation: Accept the consultant recommendation and authorize DGRI staff to negotiate a project budget and scope of work with the P.U.M.A team.**





**DOWNTOWN**  
GRAND RAPIDS INC.

### Request for Qualifications

Downtown Improvement District  
Reauthorization Consultant Services  
Grand Rapids, MI

### Deadline:

Downtown Grand Rapids Inc. will receive proposals until August 16, 2019

### Deliver to:

Downtown Grand Rapids Inc.  
Attention: Tim Kelly  
[tkelly@downtowngr.org](mailto:tkelly@downtowngr.org)  
29 Pearl Street NW  
Suite 1,  
Grand Rapids, MI 49503

Downtown Grand Rapids Inc. (DGRI) and the Downtown Improvement District (DID) Board invites all interested parties to submit their qualifications to support the reauthorization of the DID for the continued implementation and maintenance of public improvements in Downtown Grand Rapids. The chosen consultant will work with DGRI staff and a Steering Committee to evaluate various renewal scenarios, including analysis of existing and proposed services, boundaries, costs, funding formulas, and other related elements as directed. In addition, the consultant may assist in preparing materials such as reports and slide decks for engagement efforts with Downtown stakeholders.

### **Background Information and Coordination with Other Initiatives**

Established in 2000 pursuant to the provisions of the Principal Shopping Districts and Business Improvement Districts Act of Michigan (Act 120 of 1961), the DID is an important tool supporting the ongoing revitalization of Downtown Grand Rapids. The tool and the DID Board have been managed by DGRI since 2013 and currently provides our Downtown community critical place-management services, including:

- Daily cleaning of sidewalks
- Flower planting and beautification
- Restaurant and retail-oriented marketing and promotions
- Snowmelt operations and maintenance
- Snow removal from intersections
- Advocacy efforts
- The Downtown Ambassador Program

By state law, DID revenue is only used to enhance, not replace, the level of service that local government provides. Through the DID, all business and property owners accept a role in helping to achieve the goal of a Downtown Grand Rapids that is vibrant, clean, and beautiful. The DID transforms contributions collected from special assessments on real property into the enhanced services and benefits that the Downtown neighborhood enjoys every day. The Clean Team, snow melt operations, seasonal flower planting, marketing, advocacy, and special events are direct returns from DID payers investment in Downtown.

The Grand Rapids City Commission approved the existing DID authorization in 2015, which is set to expire on June 30, 2020. Below is a link to a report summarizing the scope of services, budgets and methodology for the existing assessments. Other relevant plans are also included to provide context for the community vision for Downtown and potential long-term maintenance/management needs.

#### Direct DID-Related Assets

- [Report of the Downtown Improvement District Board](#), 2015

#### Other Relevant Community Tools & Plans

- [River for All](#), 2018
  - Includes Asset Management Plan with Operating Models & Management Strategies
- [City of Grand Rapids Parks & Recreation Master Plan](#), 2017
- [GR Forward](#), 2015 (Downtown and River Master Plan)
- [Grand Rapids Destination Assets Study](#), 2017

### **Scope of Work**

The principal focus of this scope of work is to gather data and information to conduct analysis of service options, funding requirements and assessment methodology that fits the DID stakeholders ambition for the next authorization period.

Work might include, but is not limited to the following:

- Review of existing and relevant plans to become familiar with the local context.
- Creation of and refinement to existing datasets to aid in the analysis of DID services and administration— including review of property and business owner databases, review and updates to public realm asset inventory, analysis of land use and property value trends, examination of built environment characteristics (i.e. building linear frontage, building sq. ft., etc), projections for long term maintenance needs.
- Review, affirm and, if necessary, make recommendations to refine services provided.
- Assess and estimate the economic impacts of various renewal scenarios.
- Determine options and provide recommendations.
- Support outreach efforts to collect feedback on existing services to ensure stakeholders are properly informed on the DID, the services it provides and the benefits Downtown stakeholders receive.

This scope of work represents the best assessment of the work required to accomplish the objectives of this project. The partners are open to alternative ideas and approaches that may deviate from this scope to better meet project objectives.

### **Consultant Selection**

Submission to this request should be no longer than 10 pages. DGRI and partners will evaluate responses to this opportunity based on the following criteria:

- Thoroughness, quality and conciseness of the submittal.
- Project understanding and approach for achieving the stated objectives.
- Related project experience and demonstration of tangible results.
- Proven understanding of 21<sup>st</sup> century city building concerns, fundamentals and opportunities.

### **Project Schedule**

- |                     |                           |
|---------------------|---------------------------|
| ▪ July 22, 2019     | – RFQ Issued              |
| ▪ August 16, 2019   | – Qualifications Due      |
| ▪ August 30, 2019   | – Notice of Selection     |
| ▪ September 9, 2109 | – Commence Project        |
| ▪ December 31, 2019 | – Submit Key Deliverables |



Credit: Blaine Courts

QUALIFICATIONS FOR:

## **Downtown Improvement District Reauthorization Consultant Services Grand Rapids, MI**

AUGUST 13, 2019

SUBMITTED BY:  
**PROGRESSIVE URBAN MANAGEMENT ASSOCIATES**







August 13, 2019

Tim Kelly, President & CEO  
Downtown Grand Rapids Inc.  
29 Pearl Street NW  
Grand Rapids, MI 49503

Dear Mr. Kelly:

On behalf of the Progressive Urban Management Associates team, I am pleased to submit this letter of approach in response to Downtown Grand Rapids Inc.'s RFQ seeking assistance to renew the downtown improvement district.

**Progressive Urban Management Associates (P.U.M.A.)** is a Denver-based real estate economics and planning consultancy offering management, marketing and financial expertise to advance downtown and community development. In the past 26 years, P.U.M.A. has assisted more than 250 clients in 37 states, Canada and the Caribbean. We are also familiar with downtown Grand Rapids and Downtown Grand Rapids Inc. (DGRI), having served as the lead consultant for the Downtown Framework Plan in 2011 and a subsequent organizational plan for DGRI in 2012. Additional information is available at our website at [www.pumaworldhq.com](http://www.pumaworldhq.com).

P.U.M.A. offers experience in downtown strategic planning, organizational development and downtown improvement districts (DIDs). We are considered a global leader in DIDs, and nationally we have helped to establish and/or renew more than 80 DIDs that collectively are generating more than \$100 million annually. Specializing in complex urban markets, we have completed DID creation, renewal and strategic planning projects in the following cities:

- **Chattanooga, TN** (Downtown DID Formation)
- **Cleveland, OH** (Downtown DID Formation, DID Renewal, and Downtown Strategic Plan)
- **Denver, CO** (Downtown Plan, Downtown DID Overlay, Neighborhood DIDs)
- **Evansville, IN** (Downtown Plan and DID Formation)
- **Grand Rapids, MI** (Downtown Strategic Plan and Organizational Plan)
- **Long Beach, CA** (Downtown DID Renewals)
- **Minneapolis, MN** (Downtown DID Strategic Plan)
- **Norfolk, VA** (Downtown DID Renewals and Downtown Strategic Plan)
- **Oakland, CA** (Downtown DID Renewals)
- **Oklahoma City, OK** (Downtown DID Formation, Renewal and Organizational Plan)
- **Reno, NV** (Downtown Plan and DID Formation)
- **Sacramento, CA** (Downtown DID Formation and DID Renewals)
- **San Antonio, TX** (Downtown DID Renewal)
- **Santa Monica, CA** (Downtown DID Formation and Expansion)

With more than 50 years of combined experience in DID development, we offer the most experienced team in this business. Our team members for a Grand Rapids assignment could include:

**Brad Segal**, president of P.U.M.A. brings more than 30 years of experience in the downtown management and community development field as both a consultant and practitioner. Prior to forming P.U.M.A., he served as the senior director of the Downtown Denver Partnership, one of

the nation's premier DIDs with a diversified organizational structure and an annual budget of more than \$10 million. Brad has served four terms on the board of directors of the International Downtown Association. Brad is acknowledged as a global leader and innovator in the DID field, has led workshops in a variety of DID forums and written publications that guide communities through the DID formation and renewal process. For the Grand Rapids DID renewal project, Brad would facilitate all group and public meetings and serve as the lead strategist for the development of the Management Plan and subsequent renewal process.

**Yvette Freeman**, senior strategist at P.U.M.A., brings 20 years of experience in community development and DID management as a practitioner. Most recently, Yvette was the manager of the special services district in Silver Spring, Maryland, where she directed the day-to-day operations of a downtown DID. Prior to her work in Maryland, Yvette was the DID manager for the Downtown Denver Partnership where she supervised the daily operations of the 16<sup>th</sup> Street Mall. While at the Partnership, Yvette also worked with Brad to implement community development initiatives in Denver neighborhoods. For the Grand Rapids DID renewal project, Yvette could provide an evaluation of maintenance and safety initiatives, and offer recommendations for adjustments.

**Daniel Makela**, senior associate with P.U.M.A., provides project management and support, including database development and organization that will be necessary for DID assessment modeling and the drafting and design of media to help educate stakeholders on DID options and advantages. Daniel was formerly a senior project manager for the Louisville Downtown Partnership in Louisville, Kentucky.

### **P.U.M.A. Team Approach**

Our experience suggests that two steps can determine the optimal management plan for a DID and lay the groundwork for renewing it. The consulting approach builds support for the DID through a series of participatory processes that educate and engage direct stakeholders, including property and business owners, DGRI staff and leadership, city staff and elected officials. Specific project objectives include:

- Assess the dynamics of downtown Grand Rapids' economic, political and planning environment. Identify significant market changes that have occurred over the past five years and anticipate those that can be reasonably expected through the next five to ten years.
- Determine how Downtown Grand Rapids and a renewed DID should best be positioned and organized to respond to current challenges and opportunities.
- Determine program priorities for the DID (i.e. enhanced maintenance, marketing, economic development, etc.) and develop a holistic downtown management blueprint to ensure that new initiatives strengthen and unify overall downtown development, marketing and management efforts.
- Engage a variety of downtown stakeholders (i.e. property owners, businesses, residents, civic leaders, etc.) in a participatory process to evaluate the DID.

To provide input, direction and an overall "sense of reality", a ***DID Steering Committee*** composed of business, property, resident and civic representatives is recommended to work with the consultant team through the duration of the project. The Steering Committee could include representatives from the DGRI board, key downtown businesses, influential property owners and City officials.

We recommend that DGRI designate a staff ***project manager*** to work with the consultant team. Tasks for the project manager include updating and maintaining a comprehensive property database, arranging logistics for consultant meetings and site visits and managing the campaign to renew the DID, including petition assignments, community relations and project timetable.

The steps of our process can be summarized as follows:

### **Step 1: DID Management Plan**

**Project Orientation and Preparation:** Before embarking on the community process to renew the DID, there are several tasks to prepare for the project. DGRI should identify and seek participation commitments from property and business owner champions that will comprise the core leadership for the recommended Steering Committee. A downtown property owner database should be refined, updating fields for ownership, contacts and property characteristics including assessed values, frontage, building and lot square footage.

The consultant team will undertake an initial project orientation site visit to become acquainted with Downtown Grand Rapids and its various sub-districts. Prior to the site visit we will review plans and market studies that have been completed over the past five years. We will meet with influential property and business owners, civic leaders and city officials. A study area will be defined and an initial meeting with the DID Steering Committee and/or the DGRI board of directors will be convened. We will review Michigan DID legislation and meet with local legal counsel to understand the DID formation process. We will also meet with city staff to help guide efforts to quantify the city's existing base level of services. Up to five "best practice" comparable markets will be identified for research on DID programs, budgets and assessment rates.

**Stakeholder Outreach:** Next we launch a stakeholder engagement process to both educate and seek DID renewal priorities from property owners, businesses and affected residents. We propose a combination of one-on-one and small group meetings as the primary method for presenting DID options and seeking service priorities. One-on-one meetings should be arranged with influential and/or larger property owner interests. Small group meetings can be organized around geographic sub-areas and/or use types. We will work with staff and the Project Steering Committee to design the best community engagement strategy. In addition to meetings, an online survey can be made available to all downtown stakeholders to seek additional input on DID service priorities.

**Draft Management Plan:** Based upon the input received from the community engagement process, market conditions and the consultant team's emerging familiarity with the dynamics of

Tim Kelly

downtown, we will draft an initial DID Management Plan for Downtown Grand Rapids. The Management Plan, which is developed in compliance with Michigan DID law, will describe the DID's rationale and objectives, boundaries, service plan, budget, assessment methodology and governance structure. The draft Management Plan will first be reviewed by the Project Steering Committee and then a second round of one-on-one and small group meetings will present the draft plan to downtown stakeholders. After the community review of the draft plan, the consultant team, staff and the Project Steering Committee will determine the best path for moving forward with the legal steps for renewing the DID.

## **Step 2: Legal Process to Renew the DID – Petition Campaign**

Managing a property owner petition drive is usually the major legal step to renew the DID. Working with local legal counsel and within the guidelines of the Michigan DID statute, the consultant team will complete the Management Plan, prepare an Engineer's Report (if needed) and develop petition materials, including a petition form, instructions and a newsletter summary. Each petition should provide an estimated amount of assessment based upon selected property characteristics. The consultant team will coach staff and the Project Steering Committee on a peer-to-peer approach for securing petitions, and we will be available as-needed throughout the process. Once petitions have been secured, we'll work with local legal counsel will help DID proponents through the remaining legal steps, including a City Council public hearing.

We would be pleased to have the opportunity to provide a detailed scope of services and budget estimate upon request.

Thank you for considering this statement of qualifications and approach and please contact me at 303-997-8754 or [brad@pumaworldhq.com](mailto:brad@pumaworldhq.com) if I can provide any additional information.

Sincerely,

A handwritten signature in dark ink, appearing to read "BRAD SEGAL", with a long horizontal flourish extending to the right.

M. Bradley Segal  
President





# BRAD SEGAL

## President

Real Estate Economics | Strategic Planning | Leadership Facilitation | Public Engagement | Community Development Finance | Equitable Communities

## EXPERTISE

Brad Segal, who founded P.U.M.A. in 1993, has more than 30 years of experience in downtown management and community development as both a practitioner and consultant. A self-proclaimed "urban therapist," Brad is one of the nation's leading authorities on downtown trends and issues, reinventing downtown management organizations, forming business improvement districts and pioneering efforts to create healthy communities.

### Representative projects include:

- Building consensus and forming business improvement districts in Santa Monica, CA; Cleveland, OH; Oklahoma City, OK; San Antonio, TX; and Boulder, CO
- Directing the public process and developing market-based downtown plans in Grand Rapids, MI; Evansville, IN; San Diego, CA; Reno, NV; and Greeley, CO
- Creating strategic plans to guide center city public/private partnerships in Colorado Springs, CO; Washington, DC; Pasadena, CA; Norfolk, VA; and Nassau, Bahamas
- Designing and implementing community-based economic development strategies for New Haven, CT; Wailuku, HI; Lincoln, NE; Milwaukee, WI; and Denver, CO

## PAST EXPERIENCE

### Senior Director, Downtown Denver Partnership, Inc., Denver, CO, 1987-1993

Designed and managed business development and marketing programs to attract jobs and investment to downtown Denver. Highlights included directing the Lower Downtown Business Support Office, which is credited with helping to revitalize Denver's premier urban historic district, and being part of the management team that re-engineered the Downtown Denver Partnership's operations, structure and organizational culture.

### Associate Director, Port Morris Local Development Corporation, South Bronx, NY, 1984-1985

Formed and managed a local development corporation to pursue industrial revitalization and represent 450 businesses.

### Housing and Economic Development Coordinator, City of Martinez, CA, 1979-1983

Directed the commercial revitalization of a 10-block Main Street area.

## SELECTED RECOGNITION & AFFILIATIONS

### Honors:

International Downtown Association President's Award for sustained leadership and generosity in producing the P.U.M.A. Global Trends Report, 2014

Recognized by the International Downtown Association for work performed as a volunteer for Historic Denver for formation of the Downtown Denver Historic District, 2001

Named Entrepreneur of the Year for the Rocky Mountain region in the category of Supporter of Entrepreneurship, sponsored by Inc. Magazine, Ernst & Young and Merrill Lynch, 1992

### Professional Affiliations:

International Downtown Association, Board Member (1998-2004 and 2010-2016)

Downtown Colorado Inc, Board Member (2000-2009) and President (2007-2008)

All In Denver, Co-Founder and Board Member (2016-present)

Urban Land Institute

Forward Cities, Advisory Board Member

**Featured Speaker:** Frequent workshop presenter and panelist in conferences sponsored by the International Downtown Association, National Main Street Center, American Planning Association, California Downtown Association and Downtown Colorado, Inc.

**Lecturer:** Teach urban revitalization strategies course at the University of Colorado Denver Graduate School of Architecture and Planning (2012-present)

**Expert Witness:** Testimony in support of community planning and development approach to congressional redistricting, State of Colorado, October 2011

## EDUCATION

Master of Business Administration, Columbia University, NY

Bachelor of Arts in Urban Analysis, University of California at Berkeley

PROGRESSIVE URBAN  
MANAGEMENT ASSOCIATES



P.U.M.A.



# YVETTE J. FREEMAN

## Senior Strategist

BID Management | Operations | Business Development | Community Outreach + Engagement

## EXPERTISE

Yvette Freeman has more than 15 years of experience managing business improvement districts (BIDs) and community development initiatives. She joined Progressive Urban Management Associates in 2015 and provides strategic planning, project management, community outreach, and business support.

### Representative P.U.M.A. projects include:

- Conducting outreach to marginalized communities in Lincoln, NE
- Outreach to businesses and individuals for feedback about the City of Denver's public restrooms pilot program
- Providing project support and creative input to develop a strategic plan for downtown BIDs in Minneapolis, MN; Washington, DC; and Oakland, CA
- Assisting with the formation of a business improvement district for Denver's Historic Five Points commercial strip
- Working with the City of Denver to improve inter-departmental communications and coordination to implement the City's transit oriented development plan
- Evaluating transportation management associations (TMAs) for the City of Denver and providing recommendations to develop greater efficiencies and organizational structure for the program

## PAST EXPERIENCE

### Operations Manager, Block by Block, Downtown Denver BID, Denver, CO, 2014

Managed nearly 70 "clean and safe ambassadors" for downtown Denver's 24/7/365 BID program; established higher performance standards and enhanced efficiencies.

### Chief of Operations, Silver Spring Urban District, Montgomery County, MD, 2008-2014

Managed \$2.8 million budget and 40 union employees; introduced operational strategies and "clean and safe" standards to address Silver Spring's rapid growth and changing demands; partnered with Montgomery County Department of Corrections to establish an award-winning initiative for minor offenders to provide cleaning services in downtown; collaborated with government agencies and property owners to expand Washington DC's bike sharing program.

### Operations Manager, Downtown Denver Business Improvement District, Denver, CO, 1994-2000

Managed various contractors and a \$1 million budget; established higher standards of cleanliness for the 16th St. Mall and BID; oversaw the 16th St. Mall vending program; advised property owners; worked collaboratively with the police, and other agencies including those serving the homeless population, and young people of color; initiated and managed a customized \$500,000 light refurbishment project for the 16th St. Mall; collaborated with property owners, city staff and designers for a \$3 million streetscape improvement project.

### Associate Director, Downtown Denver Partnership, Denver, CO, 1989-1994

Co-managed the locally and nationally recognized Business Support Office program to spur economic development in Denver's Five Points and Lower Downtown areas; planned and facilitated business workshops; conducted outreach to 500-plus downtown businesses and coordinated targeted marketing programs.

## OTHER EXPERIENCE

Chinook Fund, Board and Executive Committee Member (2002-2009), a partnership of activists, donors, and social change organizations promoting social justice and freedom from oppression

Lundy Leadership Challenge (1998-2001), an initiative to enhance leadership capacity in Colorado's LGBTQ community

## AFFILIATIONS

Colfax Business Improvement District, Board Member (2018-present)

All In Denver, Co-Founder and Board Member (2016-present), a social equity advocacy organization

International Downtown Association

Eco-Districts

Urban Land Institute

Rocky Mountain Land Use Institute

## EDUCATION

Bachelor of Science, Human Development and Family Studies, Colorado State University, Ft. Collins, CO

Certificate in Women's Interdisciplinary Studies, Colorado State University, Ft. Collins, CO

PROGRESSIVE URBAN  
MANAGEMENT ASSOCIATES





# DANIEL MAKELA

## Senior Associate

Downtown Planning | Market Research | Data Analysis | Land Use Regulations | GIS | Graphic Design

## EXPERTISE

Daniel Makela has experience with downtown planning, urban revitalization, and public policy development and implementation. As a senior associate with Progressive Urban Management Associates, Daniel provides market research, quantitative and qualitative analysis, and project support for P.U.M.A.'s economic development and downtown planning efforts. Prior to joining P.U.M.A., he worked in the public sector and for a downtown management organization.

### Representative P.U.M.A. projects include:

- Preparing market assessments for a diverse range of downtowns, including Milwaukee, WI; Rapid City, SD; Longmont, CO; and Wailuku, HI
- Analyzing property data and creating maps for business improvement district (BID) feasibility and formation efforts
- Forming focused goals, strategies, and actions for downtowns based on broad stakeholder and community input
- Assessing reuse options for historic and underutilized properties
- Designing final plan layouts and producing other visual documentation such as maps and handouts

## PAST EXPERIENCE

### Senior Project Manager, Louisville Downtown Partnership, Louisville, KY, 2015

Worked as a senior member of the planning team. Led and managed a wide array of downtown improvement projects, including the creation of new zoning overlay districts, tactical urbanism events, and a downtown housing strategy.

### Project Manager, Mayor's Innovation Team, Louisville, KY, 2012-2015

Worked on a small team dedicated to bringing innovation to local government. Managed various projects designed to improve customer service within the city planning department. Conducted detailed quantitative and qualitative analysis to identify new solutions, set targets for those solutions, and track progress during implementation. Completed advanced project management training.

### Economic Development Officer, Economic Development Department, Louisville, KY, 2010-2012

Worked with the City's commercial and industrial redevelopment division on long-range economic development and planning initiatives. Administered a brownfields assessment grant from the U.S. Environmental Protection Agency.

### Research Assistant, Economic Center for Education and Research, Cincinnati, OH, 2008-2010

Worked with a research team on various community development projects. Assisted in the production of market assessments, economic cluster analyses, and workforce analyses.

## OTHER EXPERIENCE

Bloomberg Fellowship, Research Center for Leadership in Action at the Wagner Graduate School of Public Service, New York University, 2012-2014

Urban Design Career Discovery Program, Graduate School of Design, Harvard University, 2007

## PUBLICATIONS AND PRESENTATIONS

"How to Make Big Changes to your Planning Department" | Ohio-Kentucky-Indiana Regional Planning Conference, 2014

"Innovation in City Government" | Innovation Delivery Public Forums, Louisville, KY and New York, NY, 2013

"Art and Culture: The Transformation of Louisville's East Market District" | University of Cincinnati, OH, 2010

## AFFILIATIONS

Next City Vanguard Member

American Planning Association

International Downtown Association

Downtown Colorado Inc.

## EDUCATION

Master of Community Planning, University of Cincinnati, OH; AICP Award for top program graduate

Bachelor of Science in Economics, Centre College, Danville, KY (with abroad studies in France, Vietnam, and Cambodia)

PROGRESSIVE URBAN  
MANAGEMENT ASSOCIATES



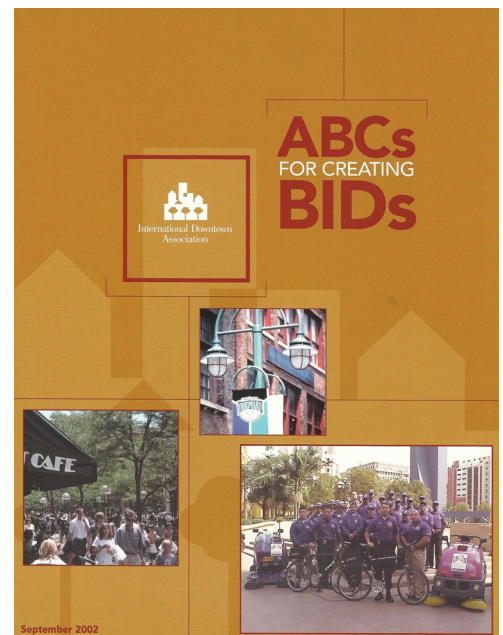
## 1995 - PRESENT

P.U.M.A. is America's leading place management consultancy with a specialty in the creation and renewal of business improvement districts (BIDs). Since 1995, the firm has created more than 80 BIDs that collectively are generating more than \$100 million annually to help maintain, secure, market and manage downtowns and business districts. P.U.M.A. has helped to create BIDs in complex urban markets, including:

- Arvada, Colorado
- Atlanta, Georgia
- Berkeley, California
- Cleveland, Ohio
- Columbia, Missouri
- Denver, Colorado
- Englewood, Colorado
- Long Beach, California
- Los Angeles, California
- Las Vegas, Nevada
- Minneapolis, Minnesota
- Oakland, California
- Pasadena, California
- Sacramento, California
- San Antonio, Texas
- San Jose, California
- San Diego, California
- San Francisco, California
- Santa Monica, California
- Seattle, Washington
- Washington, DC

There are several steps involved in BID creation, including:

- **Community outreach:** BID formation requires extensive outreach with key stakeholders, including affected property owners, businesses and government officials. A variety of techniques are utilized, including one-on-one meetings, focus groups and community forums.
- **Real estate economics:** Crafting the best place management solution requires a keen understanding of underlying real estate dynamics. Key indicators include values, lease rates and trends.
- **Government relations:** To forge a strong public/private partnership, BID formation requires clarity to determine appropriate roles, including the establishment of a verifiable base level of services.
- **Plan development:** A business plan is created for a BID, including detailed information on rationale, boundaries, work program, budgets, assessment methodologies, governance and relationship to existing organizations.



- **Campaign:** In the U.S., BID formation requires the support of affective property and business owners by petition and/or vote. Successful campaigns are driven by peer-to-peer communications and overall ownership in the BID plan by affected property and business owners.

We literally wrote the book on this – Brad Segal, president of P.U.M.A., is the author of "ABCs for Creating BIDs" published by the International Downtown Association. Along with Sr. Strategist Yvette Freeman, the P.U.M.A. team offers more than 60 years of experience in hands-on BID management and consultation.



# ECONOMIC DEVELOPMENT | PLANNING | CREATIVE PROBLEM-SOLVING

## ECONOMIC DEVELOPMENT STRATEGIES

P.U.M.A. merges an in-depth understanding of the marketplace with organizational development expertise to create action plans with the tools needed for successful implementation.



Downtown Action Plans

Local and Regional Market Analysis and Economic Development

Corridor Plans

## STRATEGIC PLANNING

P.U.M.A. helps create, grow and refocus organizations to advance downtown and commercial corridor revitalization, community development and other civic agendas.



Strategic Plans

Feasibility Studies

## EQUITABLE COMMUNITIES

P.U.M.A. makes the economic case and develops strategies to promote places that are healthy, welcoming and offer meaningful opportunities for all community members.



Active Living

Food Access

## IMPROVEMENT DISTRICTS

P.U.M.A. is a leader in the creation and renewal of business improvement districts (BIDs), having helped to create more than 75 BIDs that generate revenue to help maintain, secure, market and manage downtowns and business districts.



District Creation, Expansion, and Renewal



# Downtown Improvement District

## Reauthorization Consultant Services

PREPARED BY

**JS&A**

Jon Stover & Associates  
1718 ½ Florida Avenue, NW  
Washington, DC 20009

SUBMITTED TO



**DOWNTOWN**  
GRAND RAPIDS INC.

Downtown Grand Rapids Inc.  
29 Pearl Street NW, Suite 1  
Grand Rapids, Michigan 49503

Project Proposal

Firm Qualifications

Downtown Grand Rapids Inc.  
Attention: Tim Kelly  
29 Pearl Street NW, Suite 1  
Grand Rapids, Michigan 49503

## Dear Downtown Grand Rapids Inc.,

Jon Stover & Associates (JS&A) is pleased to submit our qualifications to provide Reauthorization Consulting Services to Downtown Grand Rapids Inc.

We are an Economic Development Consulting firm with extensive experience guiding place management organizations to effectively and efficiently support their downtowns and communities. We believe our firm has the ideal blend of expertise to meet the demands of this assignment as articulated throughout our Proposal and Qualifications.

As requested in the RFQ, we have thoroughly and concisely crafted our Qualification Response articulating our firm's qualifications including:

- Project understanding and approach to achieving the proposed scope of work
- Related project experience highlighting recent tangible results
- A deep understanding of not only latest city planning concerns and fundamentals, but also the how place management entity such as Downtown Grand Rapids Inc. and the Downtown Improvement District to enhance the local economy and achieve overarching planning goals and priorities.

Thank you for the consideration of our qualifications and proposal. We look forward to providing Downtown Grand Rapids Inc. with the analysis and roadmap to help your organization continue strengthening your downtown and greater local economy in the coming years.

In addition to this digital version, our team has submitted physical copies of our proposal. Please do not hesitate to reach out if you have any questions or would like to discuss any component of our submission. We welcome the opportunity to work together on this exciting and important project.

Sincerely,



**Jon Stover, Managing Partner**

(202) 695-4956

[jstover@stoverandassociates.com](mailto:jstover@stoverandassociates.com)

1718 ½ Florida Avenue NW

Washington, DC 20009



JS&A works with public, private, and nonprofit organizations to bridge the gap between the very different worlds of local policy, business, and community interest.

We inform, develop, and implement strategies to strengthen a place economically, visually, and socially. Located in the District of Columbia, JS&A specializes in economic and real estate analysis, fiscal and economic impact assessment, neighborhood and commercial revitalization strategies, and strategic implementation to bolster local economies. Founded in 2009, JS&A has completed hundreds of projects around the country for local municipalities, city and state agencies, private developers, business owners, and local-serving nonprofit organizations such as Main Streets and Business Improvement Districts.

For more information about our firm, team, and previous experience, please visit:  
[www.stoverandassociates.com](http://www.stoverandassociates.com)

Project examples can be viewed at:  
<https://issuu.com/stoverandassociates>

References are available upon request.

## Meet Our Team

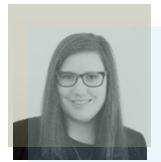


### Jon Stover

Managing Partner | Project Director

*University of Pennsylvania, Masters in City Planning  
Wharton School of Business, Certificate in Real Estate  
Design & Development  
Cornell University, BS in City Planning*

Jon is an expert in economic and community revitalization, economic impact analysis, and economic development strategies. Since founding JS&A in 2009, Mr. Stover has secured, planned, and directed projects working for and partnering with hundreds of city and county agencies, community groups, nonprofit organizations, and neighborhood stakeholder organizations.

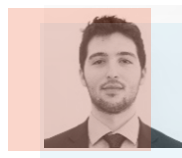


### Leslie Deacon, AICP

Senior Consultant | Project Manager

*Columbia University, MS in Urban Planning  
University of Cincinnati, BS in Architecture*

Leslie is a Certified Professional Planner with a focus in economic development. She has conducted dozens of economic and fiscal impact analyses at a range of scale from event-specific to nationwide studies. In addition, Ms. Deacon specializes in creating strategies for enhancing commercial corridors and supporting local business activity.



### Aaron King

Consultant | Analyst

*University of Delaware, BA in Public Policy*

Aaron has successfully completed projects relating to impact analysis, business and stakeholder engagements, commercial revitalization, and market analysis and feasibility. Before joining JS&A, Aaron directed Delaware's first ever Better Block project, where he collaborated with business owners, residents, and city officials to catalyze a permanent redesign of a key corridor in Wilmington, Delaware.



# Summary of Our Team's Qualifications

## JS&A's Past Performance

Since 2009 JS&A has worked with nonprofit organizations, government officials, and the private sector to strengthen commercial districts, downtowns, and local economies while creating vibrant communities for a wide range of stakeholder types.

## Proven Understanding of 21<sup>st</sup> Century Building Concerns, Fundamentals, and Opportunities

JS&A's established reputation across the country demonstrates our expertise in understanding what makes cities and downtowns thrive. Through our work in hundreds of communities throughout the nation ranging from bustling cities such as Washington, DC to rural communities in Tennessee, we have developed a particularly strong understanding of how place-based organizations can play a key role in catalyzing and facilitating local economic growth.

## Uniquely Specialized Experience

- ✓ Nonprofit Restructuring
- ✓ Economic Development Strategy & Implementation
- ✓ Place Management Partnerships
- ✓ Leveraging Data and KPIs
- ✓ Economic Impact Analysis
- ✓ Fiscal Impact Analysis
- ✓ Economic and Demographic Projections
- ✓ Database Creation and Assessment
- ✓ Commercial District Revitalization Strategies
- ✓ Visual Communication
- ✓ Stakeholder Engagement and Strategy

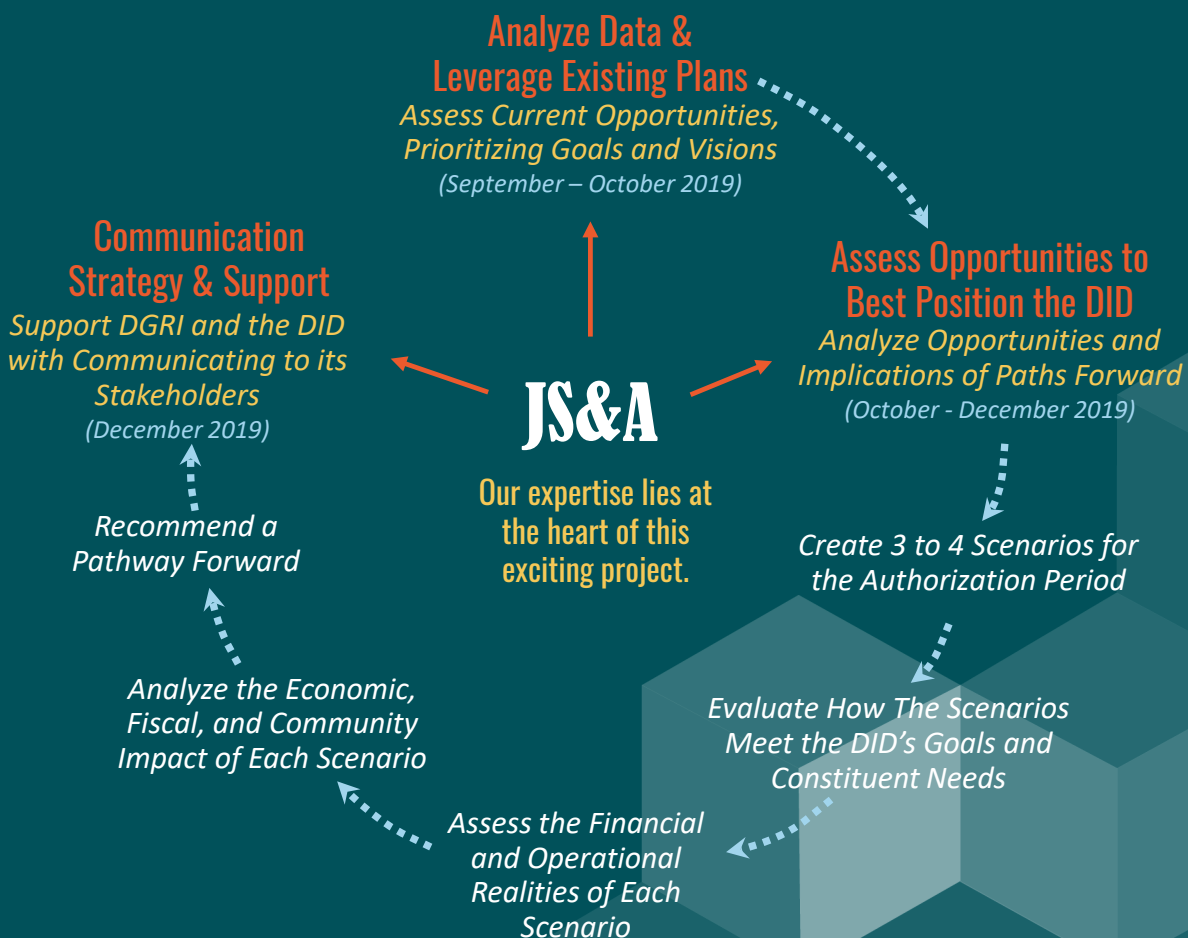
## What Sets Us Apart

There are plenty of firms that specialize in (a) place management optimization, (b) data analysis, and (c) nonprofit organization. However, at JS&A, we have the rare distinction of specializing in all three elements. We will help DGRI and the DID understand the opportunities for its next authorization period, and importantly, the *implications* on not only the organization internally, but on its constituents and the local economy. Lastly, we pride ourselves on communicating this information clearly, visually, and reader-friendly for a wide variety of audiences.

## Our Project Understanding and Approach

As one of the region's fastest growing cities, Downtown Grand Rapids Inc. guides, supports, and transforms the commercial core of the city. DGRI's well-recognized and successful GR Forward Plan articulates the priorities and vision for the city moving forward. We will help DGRI and the Downtown Improvement District choose the best path forward to support these established goals and priorities.

We have crafted a project approach that emphasizes flexibility and clarity. Our team looks forward to working with the DGRI and the DID to guide the selection of the most optimal route for the DID's next five years.



# Our Approach and Expertise

We are experts in analyzing data, structuring databases, and leveraging KPIs for place management organizations. We understand the value of the city planning process, the input of stakeholders, and, importantly, the opportunity to build off these elements to guide decision making for the future.

## Our Approach: Analyze Data & Leverage Existing Plans

Our team will start by assessing the existing conditions of the DGRI program area and opportunities at hand for the DID to provide a foundation for decision making. Our team will arrive at our Project Kick-Off Meeting having reviewed existing and relevant plans for Grand Rapids to ensure we are ready to work with Downtown Grand Rapids Inc. and the Downtown Improvement District Board on this project. Our team members are experts in creating relevant databases for place management organizations and similar entities, and we're prepared to work with the Steering Committee to refine existing, and supplement with new, databases including property owner and business owner databases, public realm asset inventory, property value databases, and built environment conditions and characteristics.

*Our Recommended Outputs and Results:* During this phase, our firm will develop a concise Summary Memo of the needs, opportunities, and goals for DGRI and the DID, constituencies, and key stakeholders. This document will communicate relevant information, constraints, and opportunities to guide decision making for the authorization of the DID.

## Our Qualifications: Relevant Project Experience and Outcomes

### Michigan Economic Development Corporation Historic Data Assessment and Recommendations

*JS&A assessed the reliability of existing Michigan Main Street economic indicator data reported over the past 15 years, identified strategies for enhancing its accuracy, and provided recommendations for leveraging this information to best serve the local Michigan communities and monitor program results.*

### Prince George's County Economic Generators and Catalyst Study

*The Economic Generators and Catalysts study identified key high-growth industry sectors in Prince George's County that have the capacity to contribute to economic growth and development in the county. We assessed regional market activity and analyzed the county's key economic competitive advantages and challenges toward attracting strategic high-growth industries. Our methodology identified and compared over 20 evaluation criteria across 33 geographic submarkets and identified locations that are ideal for County investment and planning support. This analysis directly informed decision making for county investment and targeted priority areas.*

### Development Feasibility, Projections, and Market Analysis

*Our team has a proven track record for assessing development feasibility, real estate market, and demographic and economic projections. We routinely assess how proposed developments and programming fit within existing city plans and community priorities.*

### Property Owner and Business Owner Database Creation and Assessment

*JS&A provides Property and Business Owner Databases for place management clients. We construct our databases leveraging GIS and publicly available data, as well as supplemental on-the-ground data collection. These databases have helped nonprofits understand their conditions and constituents.*

**As Economic Development Consultants, our team successfully works with DIDs and similar organizations to understand not only how to best position organizations internally to thrive, but to strengthen their local economy and commercial district and meet the collective needs of constituents.**

### **Our Approach: Assess Opportunities to Best Position the DID**

We team will collectively create three to four different scenarios for how the DID can move forward for its next 5-year authorization phase. The scenarios will be organized into an Evaluation Matrix to communicate the strengths, weakness, opportunities, and implications of each of the scenarios. These scenarios will include a “status quo” option and two to three additional scenarios that detail varying adjustments to the structure of the DID based on realistic opportunities and projected changes to the nearby area. We will assess the programmatic and financial implications of each scenario to help articulate the implications for DGRI and the DID. We will also conduct an Economic, Fiscal, and Community Impact Analysis for each to understand how the scenarios will impact the local economy, city, and community. These elements are critical components of the ultimate decision-making process for how to best position Downtown Grand Rapids for the future. This Evaluation Matrix will be the tool with which DGRI, the DID, and other stakeholders will use to determine the optimal path forward for the organization.

*Our Recommended Outputs and Results:* To communicate the implications of each of the proposed DID Scenarios, our Evaluation Matrix will concisely include the following: proposed boundary, operational feasibility assessment, revenue analysis, and stakeholder/constituents needs and opportunity criteria. The Economic and Fiscal Impact Assessment will be included in the Evaluation Matrix. Our team will work with the Steering Committee to communicate this Matrix to key stakeholders as appropriate. We anticipate that the completed Evaluation Matrix will be approximately 6 to 10 pages in length.

### **Our Qualifications: Relevant Project Experience and Outcomes**

#### **Business Improvement District Feasibility Assessment, Projected Operational Assessment, Financial Feasibility, and Programmatic Recommendations**

*JS&A assessed the opportunity and feasibility of creating six new Business Improvement Districts throughout Washington, DC. Our assessment included a detailed financial feasibility study to understand and quantify potential revenue and expenses of the proposed BIDs as well as an Organization and Operational Assessment to understand stakeholder will, programmatic boundary scenarios, and projected services the BIDs would be able to provide their commercial districts. We engaged these local leaders as well as city officials to create pathways forward and are actively working to establish four of the six potential BIDs in the coming years.*

#### **Lake Worth Arts and Cultural Plan: Economic Development Strategy and Framework**

*JS&A helped develop four high-priority strategies for supporting and enhancing arts and culture (a local economic development priority) in downtown Lake Worth: (i) establishing a nonprofit to provide downtown stakeholder advocacy, support, and coordination; (ii) enhancing Lake Worth’s arts- oriented brand; (iii) promoting local arts diversity and increasing exposure; and (iv) encouraging and directing growth in the downtown area.*

#### **Cleveland Park Business Association Capacity Building**

*JS&A guided the Cleveland Park Business Association (CPBA) to enhance their capacity and increase their customer base of area businesses. This included the implementation of recommendations from a prior JS&A study of the commercial real estate market and customer analysis. Success included working with CPBA to develop a brand strategy, creating an organizational strategic plan, developing a business attraction strategy, and implementing a comprehensive marketing effort.*

### Economic and Fiscal Impact of Tourism and Hershey Attractions

*JS&A analyzed the impact of multiple Hershey entities, including Hershey Entertainment and Resorts (HE&R), on revenue, labor income, employment, and tax revenue over a ten-year period. This analysis allowed the Hershey entities to successfully convey their impact to local government officials.*

### Reunion Square Real Estate Analysis, Community Benefits Assessment, and Tax Revenue Analysis

*JS&A assessed the expected impact of the Reunion Square redevelopment on the Anacostia neighborhood and its city as a whole. The study included a real estate market analysis, economic and neighborhood analysis, and a detailed tax revenue assessment. The results of this analysis directly led to city legislation to establish a \$25 million Tax Increment Financing District.*

**We are experts in helping our clients effectively engage stakeholders, collect feedback, and communicate their impacts and decisions in easy to understand ways for all audience types.**

### Our Approach: Communication Strategy and Support

**We believe the best economic development decisions are not made in isolation. As a downtown serving place management organization, we recommend that DGRI and DID communicate with key stakeholders and current and prospective constituents to discuss and vet the ideal authorization scenario – and we can help guide you through this process. We pride ourselves in creating reader-friendly and visually-engaging deliverables. Our team understands that successful communication occurs in a variety of different mediums and we're equipped with the tools to help DGRI and the DID communicate with its stakeholders.**

*Recommended Outputs and Results:* By the end of the project, which we will conclude by December 31, 2019, we will leave Downtown Grand Rapids Inc. with a range of tools that help them easily share and communicate the study's findings. These final deliverables may range from Powerpoint templates, social media templates, memos, and summary reports. Our team will also be available in the future to support stakeholder engagement efforts, as applicable.

### Our Qualifications: Relevant Project Experience and Outcomes

#### Greater Brookland BID Stakeholder Engagement

*JS&A provided oversight and recommendations for the upcoming Greater Brookland BID to engage local leaders, property owners and developers, business owners, nonprofits, and residents. We have structured an inclusive process to guide decision-making during the formation of the Greater Brookland BID. Our communication strategy has ensured that a variety of voices are heard throughout the BID formation process as well as provided opportunities for Greater Brookland BID leaders to understand the changing needs of different stakeholder groups.*







## MCKENNA

August 16, 2019

Mr. Tim Kelly  
Downtown Grand Rapids, Inc.  
29 Pearl Street NW, Suite 1  
Grand Rapids, MI 49503

**Subject: Proposed Partnership for Downtown Improvement District Reauthorization**

Dear Mr. Kelly,

McKenna and Boileau Communications are excited to present our combined urban planning and marketing/communications qualifications to assist Downtown Grand Rapids, Inc in its upcoming reauthorization process. We bring a multi-disciplinary team with deep experience in downtowns, economic development, and stakeholder outreach.

### OUR TEAM

Our team will be lead by three accomplished professionals, each bringing a unique perspective to the project.

- **Christopher Khorey, AICP, West Michigan Manager (McKenna)**, is a Grand Rapids native with a long track record of innovative downtown planning and development around Michigan.
- **Rebecca Harvey, AICP, Senior Principal Planning Consultant (McKenna)**, serves on the front lines of economic development in West Michigan, including staffing a number of Downtown Development Authorities and similar organizations.
- **Vince Boileau, Principal (Boileau)**, brings his keen eye for storytelling and extensive outreach experience to craft our proposed stakeholder engagement strategy.

Our team leads will be supported by deep rosters in both firms, including urban planners and designers, economic development specialists, graphic designers, and written communications professionals.

### OUR APPROACH

With the open-ended nature of the project, we have proposed a "menu" of tasks and fees, from which DGRI can craft a scope that best fits your needs. Our proposed tasks break down into six categories, reflecting the tasks described in the Request for Qualifications:

- Review of Existing and Relevant Plans
- Creation and Refinement of Datasets
- Community and Property Owner Outreach
- Service Refinement
- Economic Impact Assessment
- Final Report

#### WEST MICHIGAN

38 West Fulton Street  
Suite 400  
Grand Rapids, Michigan 49503

O 269.382.4443  
F 248.596.0930  
MCKA.COM

**Communities for real life.**

## OUR EXPERIENCE

Enclosed, we have included descriptions of a few of our recent downtown development and outreach successes, including:

- An ongoing effort to renew the Texas Corners DDA in Kalamazoo County
- Our successful creation of a Local Development Finance Authority in Bangor, Michigan
- Our long-standing work with the Cities of Rochester and Grosse Pointe to develop two of Michigan's most prestigious downtowns.
- Communications and outreach for two major redevelopment efforts in Downtown Holland.

If you have any questions please do not hesitate to contact me at (248) 596-0920 or [jjackson@mcka.com](mailto:jjackson@mcka.com).  
Thank you.

Respectfully submitted,

**McKENNA**

A handwritten signature in blue ink, appearing to read 'John Jackson', with a stylized flourish at the end.

John Jackson, AICP  
President

Enclosure





# Downtown Improvement District Reauthorization Consultant Services

DOWNTOWN GRAND RAPIDS, INC

AUGUST 16, 2019

---

*Prepared by:*

**MCKENNA**

38 West Fulton Street, Suite 400  
Grand Rapids, MI 49506

O (248) 596-0929

F 248.596.0930

E [info@mcka.com](mailto:info@mcka.com)

**MCKA.COM**

**MCKENNA**

Communities for real life.

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# Firm Profiles



**MCKENNA**

McKenna is a corporation formed under the laws of Michigan on May 2, 1978 with headquarters in Northville, Michigan and branches in Grand Rapids, Kalamazoo, and Detroit, Michigan.

## HISTORY

McKenna helps community leaders and private investors create more vital, interesting, safe, functional and prosperous places in which to live, work, shop, play and do business. We provide planning, zoning, landscape architecture, community and economic development and design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 40 year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 200 communities and private land investors in Michigan, Ohio and Indiana. The leaders of these organizations count on McKenna for:

- Technical excellence in plans, design, and project management
- Change anticipation and innovative alternatives
- Highly creative professionals, skilled at communicating and building consensus
- Unmatched responsiveness to client needs, from clerical staff to CEO

## EXPERIENCE

Each McKenna client has access to McKenna's 20+ member team of planning, design and communication professionals who are at the leading edge of current practice—an invaluable resource for each client.

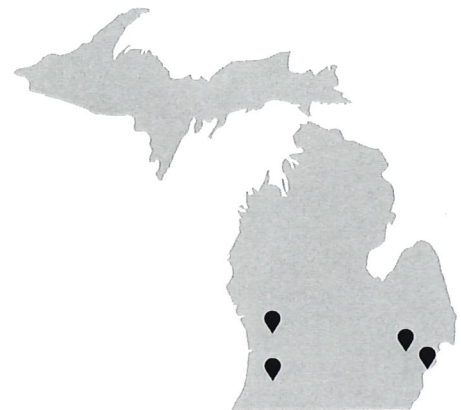
## CHANGE

Anticipating and responding to change is a major distinction of McKenna's practice. Often, even experienced public officials or business leaders find themselves facing new challenges. In other instances, the challenges are more familiar, but new approaches are needed. In either case, McKenna's innovation and depth of experience is a resource for public and private decision-makers.

## COMMITMENT TO SUSTAINABILITY

McKenna is committed to sustainable design and our role of helping public officials serve as stewards of the environment. Each of McKenna's offices incorporates the nation's leading green design concepts, including, whenever possible, using green building materials and Energy Star-qualified equipment and appliances, purchasing and using recycled materials, and minimizing water and energy use.

## LOCATIONS



### HEADQUARTERS

235 East Main Street, Suite 105  
Northville, Michigan 48167

○ 248.596.0920  
F 248.596.0930

### GRAND RAPIDS

38 West Fulton Street, Suite 400  
Grand Rapids, Michigan 49503

○ 248.596.0920  
F 248.596.0930

### KALAMAZOO

151 South Rose Street, Suite 190  
Kalamazoo, Michigan 49007

○ 269.382.4443  
F 248.596.0930

### DETROIT

28 West Adams Street, Suite 1000  
Detroit, Michigan 48226

○ 313.888.9882  
F 248.596.0930

[MCKA.COM](http://MCKA.COM) | [INFO@MCKA.COM](mailto:INFO@MCKA.COM)

# BOILEAU

COMMUNICATIONS

## Boileau Communications Firm Profile

Created for McKenna and Downtown GR, 8/14/19

### OVERVIEW

For organizations seeking to communicate complex ideas or challenging stories, Boileau provides the experienced, strategic guidance and tools necessary to create effective understanding. Our clients know us for our responsive service, thoughtful approach and excellence of work product. It's a reputation we've worked hard to build for over 16 years, and it's a reputation that can only stand on the success of our clients.

### INVESTED IN COMMUNITY

We hold strongly that we carry a responsibility for the communities in which we live and work. Our people are invested in our neighborhoods, churches and nonprofits. Every week, you can find us on boards, advisory teams and volunteering around the city. It's no surprise then that we also seek work that creates meaning for communities, whether it's developing messaging for our city, utilities, and economic development organizations, or if it's helping businesses create jobs and improve the quality of life for our neighbors.

### CORE CAPABILITIES:

Communications Strategy	Research & Planning	Writing	Video & Photography
Website Development	Digital Strategy	Social Media	Earned Media

### REPRESENTATIVE COMMUNITY STRATEGY CLIENTS





# Menu of Tasks

Below are some of the tasks that our team is prepared to accomplish in support of the DID Reauthorization Process. This list can be expanded or reduced depending on the needs and budget of Downtown Grand Rapids, Inc.

## REVIEW OF EXISTING AND RELEVANT PLANS

We will review the 2015 DID Report, the 2018 River for All Plan, the 2017 Grand Rapids Parks and Recreation Plan, the 2015 GR Forward plan, and the 2017 Destination Assets Study. We will also review the status and plans for ongoing private developments such as Studio Park, the Residence Inn Hotel, the renovations to the Amway Grand Plaza and 200 Monroe, and other projects, as well as the plans for downtown Grand Rapids from MDOT, the Rapid, and other public agencies. **Fee: None** (included in the following fees).

## CREATION AND REFINEMENT OF DATASETS

Our team could work with DGRI to update and refine the following databases and analyses for the following:

- Property Owner Database
- Business Owner Database
- Public Realm Asset Inventory
- Public Amenity Inventory (Benches, Trash Cans, etc)
- Land Use and Built Environment Analysis
- Storefront Quality Analysis
- Property Value Trends
- Sidewalks, Walkability, and Pedestrian Experience
- Bicycle Access and Bicycle Parking:
- Transit Stop Rider Experience Analysis
- Parking Distribution
- note: this is not proposed to be a full parking needs analysis, merely an understanding of how many parking spaces are located in which location around the downtown.*
- Wayfinding System Stress Test
- Green Space/Tree Cover Analysis

## COMMUNITY AND PROPERTY OWNER OUTREACH

We propose the following multi-pronged outreach campaign, to demonstrate DGRI's value to the downtown, generate enthusiasm for the reauthorization, and help DGRI better allocate resources for services in the coming years.

## STAKEHOLDER SURVEY

Since property owners and decision makers in the DID are numerous with varied schedules, we would recommend using a survey tool to measure perception and perceived value across this stakeholder group. The survey should start by gathering lightly structured, qualitative opinions about the value of DID activities to reduce bias in responses and then narrow down to understand specific perceptions on programs and policies.

## STAKEHOLDER WORKSHOP

After gathering information through the survey, we would then recommend conducting a structured workshop using the survey results to format a session with engaged stakeholders (not just property owners, but members of other organizations as well) to set vision and better understand priorities they have for the DID moving forward. Planners should be able to walk away from this meeting with a clear rubric for a successful plan.

## GATHER INPUT ON DRAFT PLANS BEFORE FINALIZING

With the results of the workshop and survey at hand, McKenna will be better positioned to deliver strategic planning and recommendations in alignment with the desires of ratepayers. However, after plans are drafted, we would recommend a summary presentation of that plan to the same stakeholders to create an opportunity for final input before submitting for board action

## COMMUNITY FIELD DAYS

We propose to set up an outreach kiosk in Rosa Parks Circle or other busy areas within the downtown in order to obtain community feedback about DGRI's services and how they can be used to improve Downtown.

## SERVICE REFINEMENT

Our team will review DGRI's ongoing services, and, through our outreach to businesses, property owners, and the community, provide recommendations on how to better allocate resources to provide high-quality and high-value services.

## ECONOMIC IMPACT ASSESSMENT

Our team will envision three scenarios for the reauthorization—renewal at current revenue level, reduced revenue, and increased revenue. We will then calculate the economic value of the services that could be provided at each revenue level.

## FINAL REPORT

We will compile the work performed in support of the reauthorization into a graphically interesting final report, suitable for DGRI to use to market and promote the reauthorization.



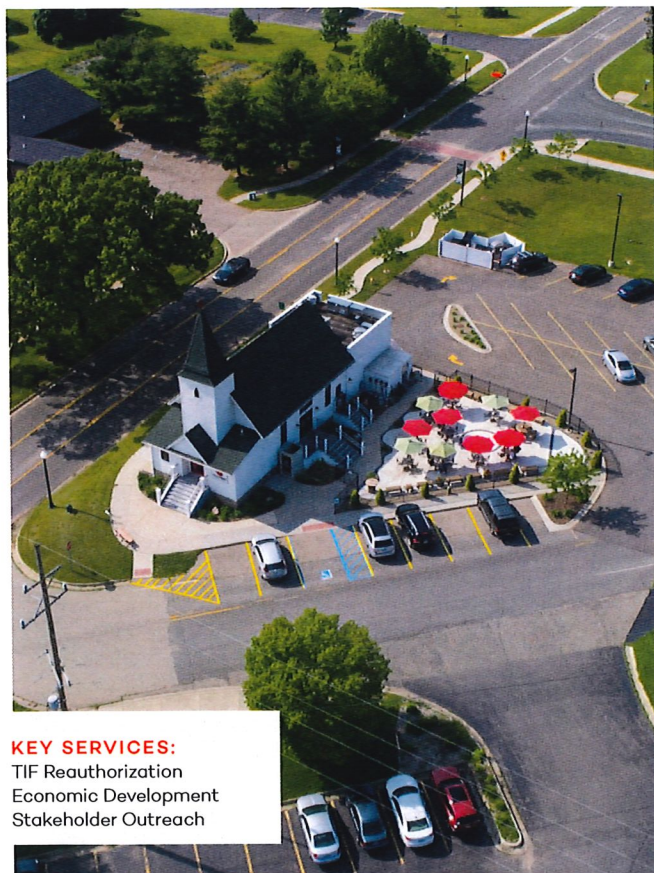
# DDA Reauthorization

TEXAS TOWNSHIP, MI

While its Texas Tomorrow Master Plan process is ongoing, Texas Township in Kalamazoo County is also strategizing for the future of the Texas Corners Downtown Development Authority.

The Authority, which is scheduled to sunset in the spring of 2020, approached McKenna to assist in positioning itself for a successful renewal. In conjunction with the Texas Tomorrow process, McKenna is creating a report detailing the DDA's past success and future vision.

In articulating the DDA's importance to the Township and the Greater Kalamazoo region, McKenna is demonstrating the economic, social, and physical accomplishments at Texas Corners. We are also positioning Texas Corners as an important regional destination and economic engine – albeit one in progress, and in need of the further support of dedicated financing and champions for investments within the DDA organization.



**KEY SERVICES:**  
TIF Reauthorization  
Economic Development  
Stakeholder Outreach

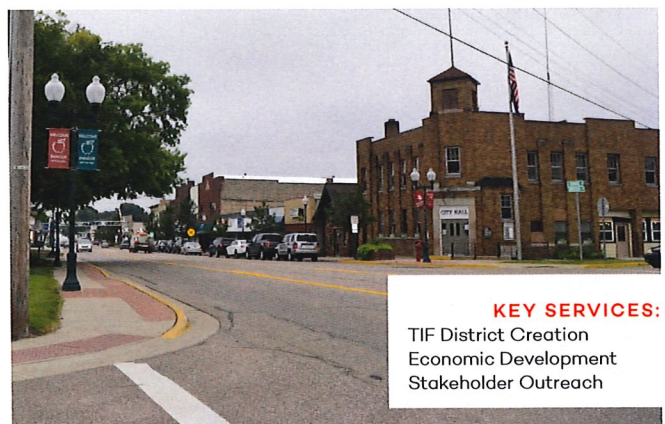
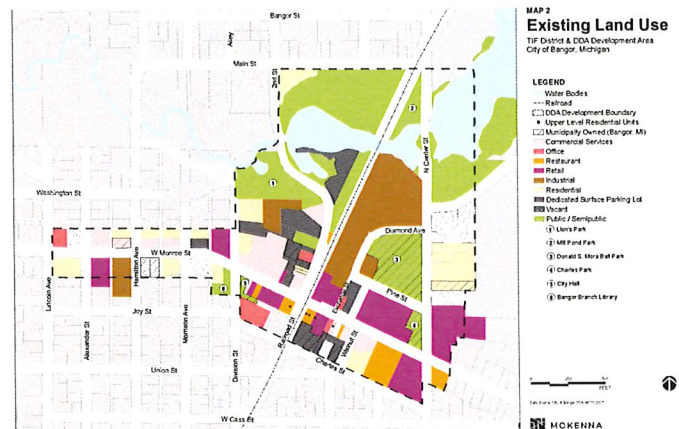
# LDFA Creation

CITY OF BANGOR, MI

The City of Bangor had a struggling and deteriorating industrial park on its south end. After years of disinvestment, the park suddenly gained new interest as the potential home for new businesses in the marijuana industry.

The City's Economic Development Corporation, short on funds but needing to invest in the industrial park to make it viable for new businesses, decided to take bold step – creating the small town's second TIF district, a Local Development Finance Authority.

McKenna, working closely with the EDC, reached out to stakeholders and taxing jurisdictions to win buy-in for the new LDFA. The LDFA was successfully created, giving the EDC a dedicated funding source to support the now-growing industrial park.



**KEY SERVICES:**  
TIF District Creation  
Economic Development  
Stakeholder Outreach



# Sustainable Rochester

ROCHESTER, MI

Rochester, one of Michigan's premier medium-sized cities located north of Detroit, is surrounded by fast-growing communities—and thus has been subject to extreme development pressure. Rochester's walkability, vibrant downtown, and traditional neighborhoods have made it the center of this highly attractive suburban area in metro Detroit.

Rochester engaged McKenna to develop a sustainability tool that would establish key measurable indicators. McKenna analyzed and developed 20 Rochester-specific indicators including tree coverage, traffic, parking, stormwater, and financial impact. McKenna's analysis included a determination of the baseline for each indicator; then, working closely with the Interdisciplinary Working Committee through a robust public process, McKenna developed optimal levels for each indicator based on the objectives of the Master Plan. The McKenna team developed a scoring system, on which each new development is scored—ensuring that future development is sustainable and consistent with the established and envisioned character of the community. In addition, the City appointed McKenna to its Sustainability Directorship.

Rochester leaders are highly satisfied with the Sustainable Rochester process and resulting sustainability tool, and have directed McKenna to incorporate the program into the development review process for a comprehensive, coordinated approach to community planning and design excellence.



**KEY SERVICES:**  
Master Planning  
Downtown Planning  
Neighborhood Planning  
Public Engagement

# Fisher Road

GROSSE POINTE, MI

Recognizing the unique characteristics of its Fisher Road neighborhood business district, the City updated its master plan and zoning ordinance to create a mixed-use neighborhood business district with specific design and form-based standards.

The City of Grosse Pointe had scheduled the replacement of a watermain that ran the entire length of the Fisher Road business district presenting the opportunity to unify and enhance the image of the district, and better experience for pedestrians in the district. In addition, a significant private redevelopment project that represented approximately 33% of the frontage in the district was being contemplated.

McKenna facilitated a number of interactive design workshops with property owners to identify desirable features such as landscaping, decorative pavement treatments, bike racks, street trees, and street lights.

These workshops were also used to bring property owners together to form a special assessment district to pay for a portion of the preferred streetscape improvements.

Based on the results of the design workshops, McKenna developed a streetscape plan (currently under construction) for the Fisher Road business district that unified the image of this “front door” to the community and provided for improved pedestrian and bicyclist amenities.



**KEY SERVICES:**  
Urban Design  
Form-Based Coding  
Streetscapes and Crossings  
Public Engagement



## SAMPLE WORK: HOLLAND ENERGY PARK

In 2008, the HBPW needed to engage with the community in the process of determining the city's future energy generation solution. A complicated decision, it was crucial to create a dialog with stakeholders where the HBPW could clearly communicate the practical and technical factors in the decision while listening to the social, environmental and financial concerns of the community.

Working in tight collaboration with the business development team at HBPW, we developed a new brand (Power for the 21st Century / P21) for the organization to handle all communications around the decision. Over a several year journey , we supported the process through an ongoing integrated campaign that included a microsite and blog to operate as a home base for information, print mailers, advertising, video, press relations, and collateral for public meetings. We helped create understanding among stakeholders as HBPW conducted an exhaustive sustainable return on investment study that combined the input of the whole community on social, environmental, and financial concerns with generation industry forecasting and new technology research. Then, we helped explain the results to the community to create buy-in and support for the best option, a combined cycle natural gas plant.

The result was Holland Energy Park, a fossil fuel plant that was not only built in close proximity to Holland's downtown corridor but is also celebrated locally as a sustainable solution to powering our homes and businesses, and heating up the sidewalks for North America's largest municipally-owned snowmelt system. More at [hollandenergypark.com](http://hollandenergypark.com)

## SAMPLE WORK: WATERFRONT HOLLAND

The City of Holland and HBPW invited Boileau Communications to support communications for a public engagement and strategic planning process for the downtown waterfront. With the retirement of a coal power plant came the opportunity to re-envision the mixed use district. Working with municipal representatives and planning consultants, we developed the Waterfront Holland brand to house the public engagement process and supported public engagement through a microsite, social media, collateral pieces and survey tools. We also provided counsel and planning for key message development and working with the local press to shape the story.

While the Waterfront Holland process is still underway and may be for several years, the depth of input from the community has been nothing short of amazing. Through this structured input, planners have brought several scenarios to life that no one would have ever thought possible for our community. More at [waterfrontholland.org](http://waterfrontholland.org)



# Christopher D. Khorey, AICP

**SENIOR PRINCIPAL PLANNER  
WEST MICHIGAN MANAGER**

## EDUCATION

**Master of City and Regional Planning**  
University of Pennsylvania

**Bachelor of Arts**  
University of Notre Dame

## HONORS

**Award for Excellence in Student Publications**  
University of Pennsylvania

## PROFESSIONAL EXPERIENCE

### Community Planning, Master Plans

Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning. Implements master plan visions in communities across Michigan.

### Market Analysis

Completes successful market analyses—including target market analyses, for residential, commercial, recreation needs, and office development—in suburban communities, older industrial cities, and small towns. Applies financial modeling, population projections, housing demand analysis, and retail gap analysis; employs statistical innovation and research techniques to unearth the nuances of demand for housing types.

### Zoning

Prepares zoning ordinance and map amendments, including form-based codes and lean zoning, for a wide variety of communities; provides day-to-day guidance regarding zoning to officials from farming townships to dense urban cores; performs on-site administration of zoning ordinance in dense community with historic downtown.

### Redevelopment Planning and Management

Develops neighborhood plans for CDBG target areas. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

### Facilitation and Public Engagement

Creates and executes public engagement strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community.

### Parks and Recreation Planning

Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

### Transportation

Provided consulting assistance on safety and operations for transit agencies in several major metropolitan areas; coordinates planning processes and grant applications for transportation enhancements, non-motorized pathways, and streetscapes.



## Rebecca J. Harvey, AICP, PCP

SENIOR PRINCIPAL CONSULTANT

### EDUCATION

**Master of Arts,**  
Community Development & Planning,  
Western Michigan University

**Bachelor of Science,**  
Geography, Earth Science,  
Western Michigan University

### PROFESSIONAL EXPERIENCE

#### Public Participation:

Nationally certified in the public participation process by the National Charrette Institute. Successfully directed and completed public participation for recreation plans and master plans in Michigan communities.

#### Master Planning

Developed, updated, and amended community master plans, subarea plans and recreation plans. Performed all elements of the planning process. Prepared plans for downtown redevelopment, open space preservation, neighborhoods, and corridor/gateway redevelopment strategies.

#### Design Review

Provided skilled plan review, ordinance interpretation and application, preparation of development reviews/recommendations, and efficient facilitation of the overall development process. Provided on-going development review services for cities, villages, and townships

#### Form-Based Code

Successfully developed and secured adoption of form-based codes for downtown commercial cores to address issues of infill development and historic preservation and facilitate the application of Complete Streets concepts. Efforts involved community education on a form-based approach to development regulations and the execution of an outreach strategy to obtain public involvement and support of the form-based code.

#### Access Management

Developed first Access Management Plan in Southwest Michigan. Authored access management standards in several communities and educated elected officials, planning commissions, and area developers on access management to get design support. As Chair of the Kalamazoo Area Transportation Study, developed the first access management review process at the County level and achieved Committee support. Worked with KATS Policy Committee to gain support for access management policies at a regional level.

#### Sub-Area Planning

Initiated the concept of subarea plans in sensitive locations within communities such as Oshtemo Township and the Village of Paw Paw. Formed citizen-based committees to participate in the planning process for each subarea; authored each subarea plan; used contacts with local planners, engineers and design professionals to obtain donated assistance in the development of plan elements and in gaining regional support of the local plans; and, worked with local reporters to achieve publicity and gain support of the subarea committee process.





# VINCE BOILEAU

Principal  
Boileau Communications

## ABOUT

Helping to create understanding and tell complex stories for clients across Michigan and around the world. Growing a business that makes meaningful change in our community.

## CORE STRENGTHS

- Connecting the dots
- Complex storytelling
- Strategic communications
- Creative direction
- Listening

- Enneagram: 1 (Reformer)
- Kolbe: 8444 (Researching Mediator)

## CONTACT DETAILS:

call me please: 616.786.4461  
vince.boileau@boileaucommunications.com  
14 W. 8th St. STE 210  
Holland, MI 49423

## WORK

### Boileau Communications

#### PRINCIPAL, 2017-PRESENT

- Growing business and implementing processes to replicate our unique approach to complex storytelling, responsive client service and deep industry vertical knowledge.
- Support organizations in West Michigan and beyond with their most difficult communications challenges.
- Positioned Boileau as go-to communications firm for Holland community and municipal organizations.
- Successfully transitioned ownership to 2nd generation while still growing business.

#### COMMUNICATIONS STRATEGIST & VIDEO PRODUCER, 2012-2017

- Established and grew Boileau video production department.

### Grooters Productions

#### VIDEO EDITOR 2008 - 2012

- Edited or supported editorial and mastering for three feature films, a national children's TV show and dozens of projects for international faith-based organizations.

## COMMUNITY

### TEDxMacatawa

#### LICENSE HOLDER AND LEAD ORGANIZER, 2017 & 2019

- Led a great team of committed volunteers in organizing successful TEDxMacatawa conferences in 2017 (co-organized) and 2019
- Managed transition to new venue and sponsorship model while growing attendance.

### West Michigan Youth for Christ

#### BOARD MEMBER, 2016 - PRESENT

- Ensure alignment of organization with strategic direction and vision
- Advise organization on matters of communications, marketing and development communications.

## SCHOOL

### Grand Valley State University

#### BACHELOR OF ARTS | COMMUNICATIONS & FILM PRODUCTION

2005-2008

## HOBBIES

- Playing things with strings (cello, bass, guitar, banjo, whatever!)
- Being a jungle gym for my three kids
- Home reno, especially carpentry and electric
- Geeky board games
- Church involvement



August 13, 2019

Tim Kelly  
Downtown Grand Rapids Inc.  
29 Pearl Street NW  
Suite 1  
Grand Rapids MI 49503

Dear Mr. Kelly:

I am pleased to respond to your Request for Qualifications concerning the Downtown Improvement District.

The Civitas Team consists of individuals who are all practitioners – who have actually formed and managed BIDs and who have been through numerous renewals. We understand the challenges of convincing property owners to sign up once again when downtown conditions have improved thanks to the hard work of the BID. Furthermore, our team members have managed all aspects of BIDs and similar organizations, and can bring an unparalleled depth of wisdom and experience to Grand Rapids.

As president and CEO of Civitas Consultants, I am very familiar with Grand Rapids. I was the first president of Downtown Kalamazoo Inc. and, because of the close proximity to Grand Rapids, visited many times. I served as president of the International Downtown Association for nearly a decade and have worked with BIDs in the US and Canada, but also in Europe, Africa, and Central America. In fact, along with one another member of our team I helped form the first BID in Central America, in San Salvador, capital of El Salvador.

Although I did not form a BID or Principle Shopping District in Kalamazoo, we investigated these options. However, we did manage a Downtown Development Authority that served as the funding mechanism for the nationally acclaimed Arcadia Commons project.

I am a co-author and co-editor of the most widely used book on BIDs and downtown management – *Making Business Districts Work*. I have just published a new book, entitled *Design Downtown for Women – Men Will Follow*.

If selected, we are prepared to submit a full proposal with a budget and timeline.

Sincerely,



David M. Feehan  
President and CEO

*The Civitas Team includes:*

**David M. Feehan** – former President of the International Downtown Association, former President of Downtown Kalamazoo Inc., former Executive Director of Downtown and Community Development for Detroit Renaissance, former President of the Downtown Community Partnership in Des Moines IA.  
Mr. Feehan will manage and coordinate the Civitas team.

The following are samples of Mr. Feehan's work as a consultant and as president of the International Downtown Association:

Selected examples as a private consultant:

- Montgomery County MD Pike District – Forming a Business Improvement District
- Minneapolis Greater Dinkytown District – Forming a business district management corporation
- Philadelphia PA – North Broad Street Renaissance – Forming a BID
- St. Paul MN – Organizational strategy for forming a BID
- Columbia MD – Serving as interim executive director for Downtown Partnership
- Pittsburgh PA – Funding strategy and serving as interim executive director for a community development corporation
- San Antonio TX – Transformation/restructuring of downtown revitalization program
- Pittsburgh PA – Strategic plan for South Side Community Council
- Columbia MD – Funding and program development strategy
- Moorhead MN – Concept framework and organizational development for new downtown organization
- Pittsburgh PA – Major fundraising strategy for crime reduction/affordable housing program
- Lebanon PA – Creation of a business improvement district
- Souderton PA – Creation of a business improvement district
- Pittsburgh PA – Board training and development, management consulting for a senior residence
- Provo UT – Parking advisory panel
- Washington DC – Strategic plan and board retreat for Golden Triangle BID
- Pittsburgh PA – Multi-neighborhood NID creation strategy
- Pittsburgh PA – Organization restructuring of Community Technical Assistance Center
- Billings MT – Expert Advisory Panel on city parking system



- San Antonio TX – Assessment of support for restructuring municipal parking system
- Pittsburgh PA – Assisting senior service center with dissolution
- San Salvador, El Salvador – Creation of a Business Improvement District
- Winnipeg, Manitoba – Downtown parking system assessment
- Pittsburgh PA – Assessment of CDCs/Development of NID funding toolkit
- Nassau, Bahamas – Creation of a new Business Improvement District
- Grinnell, IA – Development of a new vision for downtown
- Fargo, ND – Creation of a new downtown organization
- Queens, NY – Acquisition of City-owned parking facilities by CDC
- Las Vegas, NV – Strategic planning for downtown parking

Selected examples as IDA President facilitating Advisory Panels

- Austin TX – Retail strategic plan
- Boise ID – Parking and downtown vision
- Brooklyn NY – Retail strategy and organizational development
- Charlotte NC – Parking strategy and management program
- Cleveland OH – Creation of a Business Improvement District
- Colorado Springs CO – Downtown development strategy
- Collierville TN – Downtown vision and strategy
- Council Bluffs IA – Creation of new downtown organization
- Duluth MN – Funding strategy and implementation of a BID
- Fort Wayne IN – Downtown organization restructuring
- Lake Charles LA – Downtown vision and strategy
- Lincoln NE – Transforming downtown parking program
- Long Beach CA – Transforming downtown parking program
- Omaha NE – Creation of a BID
- Parkersburg WV – Siting and integration of new GSA facility
- Providence RI – Restructuring downtown parking program
- Seattle WA – Metro-wide transportation management strategy
- Spokane WA – Customer service plan for downtown parking
- Toledo OH – Integration of new federal facility into downtown plan
- Washington DC – Best practices strategy for program improvement
- Wheaton MD – Integrating new public facilities into master plan
- Windsor ON – Reorganizing and expanding BID
- Yakima WA – Organization and marketing strategy

### ***The Civitas Team Members***

**Pat DiGiovanni** – former President of the Centro Partnership in San Antonio, former City Manager in Kalamazoo MI

Pat DiGiovanni is a recently retired Executive of Centro San Antonio; a 501(C)3 not for profit organization focused on building a vibrant and prosperous Downtown in San Antonio. He was the organization's first CEO and also oversaw the downtown Public Improvement District (PID) as well as the Downtown Alliance, a sister member organization. Prior to his tenure with Centro, Pat was the Deputy City Manager for the City of San Antonio.

In his over five years as Centro's CEO, Pat established Centro as a key partner with the public and private sector. He led the restructuring and rebranding of Centro, developed a long range plan for the organization, and collaborated with the board on an urban action agenda to guide Centro's work and identify opportunities to partner with the City, County and other key public sector entities.

Pat has led or facilitated a number of key initiatives, including creation of the Zona Cultural state-designated cultural district, design of a retail strategy for the Houston Street corridor, investment in the transformation of Travis Park, and the launch of several free community events to activate public spaces in downtown. Pat also spearheaded the creation of a new downtown brand, which launched in the Fall of 2015.

Pat led and facilitated Centro's partnership with private sector stakeholders on the Broadway Cultural Corridor and Zona Cultural conceptual design projects. These transformational projects, along with Hemisfair Civic Park, were approved by citizens in the City's 2017 bond program election, which will bring over \$140M of improvement to downtown.

As Deputy City Manager, Pat had management oversight at one time or another of nearly every City department. Pat negotiated countless real estate and economic transactions that positioned the city for growth, and development agreements that brought hundreds of jobs to the urban core along with a number of residential units.

Pat started his 35 year career in municipal management in 1982 in McKeesport, Pennsylvania as the city's Finance Director. In 1984, he served as the City of North Myrtle Beach Revenue Director before accepting his first chief administrative officer position in Surfside Beach, South Carolina in 1986. In 1991, Pat began a 14-year tenure with the City of Kalamazoo, Michigan, where he held positions of Assistant City Manager, Deputy City Manager and City Manager.



**David Diaz** – former President of the Downtown Raleigh Alliance, former President of Downtown Roanoke Incorporated, former President of the Tysons Partnership

As President of the Downtown Raleigh Alliance, Mr. Diaz served as Chief Executive Officer of the nonprofit corporation overseeing the business improvement district responsible for the revitalization of Raleigh's downtown. Raleigh is a city with a population of 450,000. He tripled the operating budget from \$800,000 to \$2.5 million; grew the organization from 4 to 13 personnel (with additional 28 contracted personnel) who performed a wide array of duties including economic development, branding, marketing, events, research, communications, security and maintenance.

Under his leadership, downtown Raleigh attracted over 3,000 jobs, and \$500 million in capital investments. He ushered in a historic turnaround of Raleigh's downtown with \$3 billion in public and private investments over a 10 year period, and implemented the Livable Streets Plan to guide the strategy & vision.

He obtained unanimous approval from Raleigh City Council to adopt a 10- year master plan to continue downtown's momentum and raised \$250,000 to fund the consulting team for the plan. He created a structure for a comprehensive approach to events, resulting in 150 outdoor events and festivals that attracted over 500,000 event goers to downtown Raleigh annually.

As President of Tysons Partnership, he served as CEO of the nonprofit corporation responsible for the transformation of Tysons Corner into a live-work-play environment. During his tenure, he completed a comprehensive assessment of the organization resulting in five lines of business, launched events that added a corporate sponsor revenue stream for the organization, and introduced a new symbol to brand Tysons in a future-oriented approach to marketing.

**Rick Reinhard** has spent more than three decades improving cities, leading organizations in the public, private and not-for-profit sectors throughout the U.S., in Canada and the U.K.

He has managed Business Improvement Districts and similar Downtown organizations in Washington DC, Atlanta, Buffalo, Richmond, and Londonderry, Northern Ireland. He served as Chief of Staff to the Mayor of Buffalo and chief operating officer of a Toronto-based real estate development corporation. Working as consultant to Buffalo's Mayor, he pieced together the successful Buffalo-Niagara Medical Campus, the number one economic-development initiative today in Western New York. Rick began his career as a newspaper reporter in his hometown of Syracuse.

For the past two years, Rick has worked on Capitol Hill at the public-policy arm of the global United Methodist Church.



As an adjunct faculty member, Rick has taught planning and public policy at six major research universities. With Dean Robert Shibley, he co-founded the Urban Design Project at the University at Buffalo.

He has a bachelor's degree from the College of William and Mary and a master's degree from Rice University. He was a Loeb Fellow in Advanced Environmental Studies at the Harvard University Graduate School of Design.

**Jeff Sanford** left the Memphis Center City Commission (now renamed the Downtown Memphis Commission) on June 30, 2010, after serving as president of the organization and its related development entities (Center City Revenue Finance Corp., Center City Development Corp., Downtown Parking Authority, and the Downtown Design Review Board) for 12 years. During his tenure he led the CCC and its partner organizations, the public/private consortium responsible for coordinating the redevelopment of Downtown Memphis, through a period of unprecedented growth – approximately \$5 billion in new projects. In 2011, the CCC honored Sanford with its Lifetime Achievement Award.

Since leaving the CCC, he has been offering his services as an independent urban development and special projects consultant, and has worked in various cities including: Chicago (a visioning project for State Street and the Chicago Loop Alliance); St. Louis (an evaluation of governance and organizational structure for the Partnership for Downtown St. Louis); Houston (a sub consultant in a public parking study conducted by Kimley-Horn for the city of Houston); Oklahoma City (a visioning retreat for the Paseo Arts District, and strategic planning assistance for Bricktown and Auto Row under contract to the OKC Downtown Partnership); Hot Springs, Arkansas and Oxford, Mississippi (market and location analysis for a developer of small, upscale boutique hotels); Winnipeg, Canada and Cedar Rapids, Iowa (International Downtown Association urban revitalization teams); and Omaha, Nebraska (an Urban Land Institute panel studying the Omaha/Council Bluffs riverfront).

Sanford has also conducted multiple consulting assignments in Memphis. He coordinated a strategic planning process for the future of the Beale Street Entertainment District ("Framework for the Future of Beale Street") for Mayor A C Wharton. He conducted a six-month organizational and program assessment for the Memphis Regional Design Center, and has provided advice and counsel to several real estate developers in search of opportunities in Downtown Memphis including the Memphis Medical Center.

He recently completed work on two multi-year consulting projects in Memphis: the development of a strategic plan for EDGE, the Memphis/Shelby County public economic development agency, and as a consultant to the recently formed Beale Street Tourism Development Authority on its search for new management for the famed Beale Street Entertainment District.



### **The Civitas Approach**

Each of the Civitas team members has successfully conducted BID renewal efforts. And if there is one lesson we have all learned, it is that, while each renewal effort has certain things in common, each downtown and each BID is unique. Cookie cutter approaches can lead to failure and unnecessary delays.

For example, In Des Moines, the largest rate-payer is the Principal Financial Group, headquartered in downtown. Principal, at the time of the first renewal, wanted to spearhead a major riverfront improvement project. Principal proposed doubling the BID assessment, which required a very well-designed promotion campaign. However, Principal funded the promotion and promised to contribute matching funds for the project. The prospect of a major charitable contribution by Principal was a sufficient inducement to secure the cooperation of a majority of property owners, and the renewal with the increase in assessments was secured.

Des Moines' Operation Downtown BID began in 1998. It started with a three-year sunset, and has been renewed four times. It started with a \$1.15 per hundred assessment with a cap of \$2. It originally assessed \$535,000 and now assesses \$1.3 million annually.

### **Ten Lessons Learned in BID Renewals**

Lesson Number One: Each downtown or district is different, and each renewal campaign is different. Cookie cutter formulas can be useful, but can also lead to failure.

Lesson Number Two: Any renewal effort should begin with listening. Individual rate payers should be interviewed. Responses should be carefully analyzed to look for trends and concerns.

Lesson Number Three: Utilize the "Four Ps" approach to asking for a signature on the renewal petition. Personal Presentation by a Pesuasive Peer.

Lesson Number Four: Carefully analyse and document the "ROI – Return on Investment." What measurable improvements have resulted from the BID?

Lesson Number Five: Benchmark other cities and other BIDs. What new methods and technologies are producing better results elsewhere. Site visits by property owners to "best practice" cities can produce positive results.

Lesson Number Six: Be prepared to revise and adjust services delivered by the BID. "Clean, safe, friendly and attractive" are basics every downtown district should expect; but these are table stakes. BIDs must do more these days to stay competitive and become "best in class."

**Lesson Number Seven: Communicate, communicate, communicate!** Don't wait until renewal time to establish systematic communication with stakeholders and decision makers. Quarterly presentations (or written progress reports) to elected officials, business leaders, residents, are essential. Keep the language short and sweet. Few are as interested in the details as you are.

**Lesson Number Eight:** Don't lose sight of the simple questions underlying the review. What did the BID promise, what did the BID actually deliver and at what level against goal and budget? In the end the stakeholders and those who decide the BID's future will be more likely to respond favorably to short, concise interpretations of the voluminous data.

**Lesson Number Nine:** Be honest about what worked and what didn't. Highlight what programs you will keep after renewal - and if you will build on them. What new initiatives are you proposing to add? What results do you plan to deliver and at what level against goal and budget?

**Lesson Number Ten:** Keep it simple!

### **Renewal Examples from Other Cities**

**Atlanta --** Property owners voted to expand the district by 50 percent in land area and to double the BID tax rate gradually over a five-year period. Some of the added BID tax was designated for matching money for streetscape improvements.

**Washington DC** Washington DC--Property owners voted to renew district with a positive vote from more than 98 percent of property owners by value.

**Memphis --** The Memphis BID encompasses approximately 6.5 square miles. It is managed by an organization composed of five separate, but functionally related entities: an umbrella management entity (Downtown Memphis Commission), a state chartered industrial development board (Center City Revenue Corp), a state chartered parking authority (DPA), a public 501-3c used to administer various development loans and grants (Center City Development Corp), and a Downtown Design Review Board.

Functionally the Memphis BID has to be renewed annually. The ordinance establishing the BID mandates that annually the city council must set the special fee assessment rate for Downtown commercial properties (which nets approximately \$3M for the DMC's operating budget). Without this annual action by the council, the DMC would have to cease operations. And let it suffice to say that the council must be satisfied that the DMC and its subsidiaries are operating efficiently and effectively before approving the next year's assessment rate.



This annual requirement means the officers, staff and board members of the DMC must be engaged in constant dialogue with council members, Downtown property owners and all stakeholders - all the time. Unlike other cities, staff must do the heavy lifting of BID renewal every year.

San Antonio: The San Antonio story for the Public Improvement District (PID) renewal was a huge success and began with city leadership. Mr. DiGiovanni was assigned Downtown revitalization efforts and served as the City point person. The restructuring of the downtown organizations started with an IDA panel to evaluate Downtown San Antonio. The city funded this effort by bringing in Texas and non-Texas experts in the field of Downtown BID's and urban management/redevelopment.

One of the key findings was that Downtown San Antonio needed a strategic framework plan. The plan would consist of all the key elements that would attract residents, visitors and investors to come back to the center city. Elements of infrastructure improvements, transportation, housing incentives, business recruitment and retention, marketing, advocacy and clean and safe services were central to the plan. The plan also spoke to the long term nature of making advancements in these areas and the need for a public/private partnership; thus, the rebirth of the Public Improvement District effort and Centro San Antonio as the leading downtown organization.

The District had been managed on an assessment that had not been reviewed since its inception in the 1990s. It had also not visited its physical boundaries nor its function in all those years. With the city's urging, everything was on the table...boundaries, terms, assessment rate and services to the stakeholders. A private effort was launched in 2011/2012 to educate the stakeholders as to what their aspirations were for Downtown San Antonio. He organized stakeholder meetings and developed a "game plan" for a renewal.

The threshold criteria for renewal was to present petitions for City Council consideration with 50% of the property owners and 50% of the assessed valuations within the district. The plan consisted of a boundary expansion, a 25% increase in the assessment rate and expanded services including a marketing plan, business retention and recruitment plan, funding for small capital projects and a 10 year renewal term. He was even able to convince a not-for-profit downtown hospital to contribute to the PID for the entire 10 year term. The thresholds were not only met with a nearly 60% approval rate but the 10 year term was the first ever. The organization that was created out of this process and the one that he was CEO for 5 years inherited the Public improvement district and the membership organization which were key to sustainability. The District is alive and well today and has made significant progress in all key aspects of the strategic framework plan.

Raleigh -- Raleigh, Virginia: Mr. Diaz led an 18-month process that resulted in the five-year renewal of the business improvement district. The renewal process successfully led to almost doubling of the budget and corresponding services. It was successful because of an inclusive process that was well coordinated with the departments inside local government. Those services consisted of a clean team, a security team that was also responsible for hospitality support, a retail recruitment program, an outdoor events production function, marketing and branding, and advocacy.

### **Summary**

Grand Rapids has made enormous strides in terms of creating a vibrant and economically successful downtown. The BID has played an essential role in this process of transformation. The Civitas team understands and appreciates the impact a BID can have. We know this because we have all lived this, and have successfully shepherded our BIDs through the renewal process. We know what it takes.

We believe that no other team of consultants can offer the depth of experience and the ability to adapt to all of the challenges a BID renewal process presents. Let us reiterate: every BID renewal is different, and there is no substitute for actual, on-the-ground experience. Another big advantage of choosing the Civitas team is that Grand Rapids has, in effect, a "brain trust" of seasoned veterans to call on as the renewal process progresses, and in the years following. There may be other questions that arise, and almost certainly one of our team members has a solution to the problem.

We look forward to discussing the Grand Rapids renewal effort with you.