



**dt DOWNTOWN TEMPE  
2023-2024 WORKPLAN**



## ABOUT US

We are the combined force of two organizations.

Downtown Tempe Authority is a 501(c)6 enhanced services district formed in 1993 to create a clean and safe space and to actively curate the downtown experience. Downtown Tempe Foundation is a 501(c)3 nonprofit that creates community events to showcase the downtown.

The two work together to make Downtown Tempe the best urban experience in the Valley with an inclusive approach to partnerships and outcomes. A new five-year strategic plan was created in January 2020. This annual workplan is derived from the overarching goals within that plan.



# MISSION

The DTA shall act as a vehicle to positively impact and drive the future of our city's urban center and to be a steward of the existing assets and resources.

The DTF exists to curate diverse and impactful experiences that cultivate community engagement.

# VISION

This place will be youthful in spirit, embracing growth and innovation, and wise in practice, protecting our character and history.

# PURPOSE

We set the stage to create connections and strengthen community.

# CORE VALUES

Resilience, Integrity, Authenticity, Creativity, Inclusivity

# FOCUS AREAS

DEI, Education, Technology, Health & Wellness



**OBJECTIVE ONE**

Downtown Tempe Authority will be fiscally sound and managed responsibly and equitably with a trained professional staff and an engaged Board of Directors.

**INTERNAL IMPROVEMENTS**

**OBJECTIVE TWO**

Downtown Tempe Authority will be a trusted, engaged and invaluable industry expert with all local partners, agencies, government officials, business owners, landowners, donors and their representatives.

**EXTERNAL PARTNERSHIPS**

**OBJECTIVE THREE**

Downtown Tempe Authority will drive positive changes to the public spaces and ensure excellent consumer experiences in the urban environment.

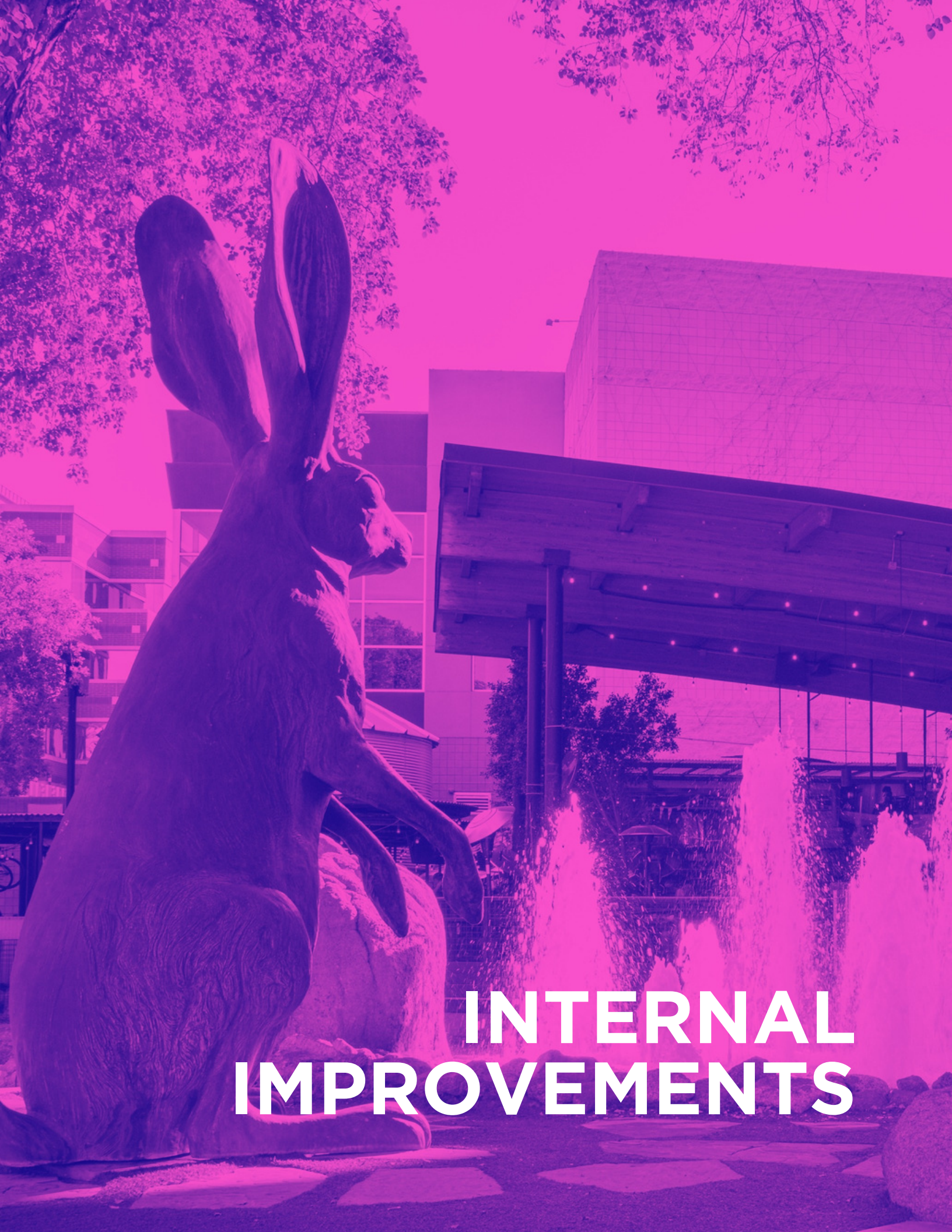
**THE PLACE**

**OBJECTIVE FOUR**

Downtown Tempe Authority will program, market and promote inclusive events and activations in the downtown and execute marketing/communications campaigns that support the district.

**THE STORY**





# INTERNAL IMPROVEMENTS



# OBJECTIVE ONE

## INTERNAL IMPROVEMENTS

### **STRATEGY – Improve employee engagement, purpose, and sense of belonging.**

- Advance our equity goals and create an internal Equity Team to oversee implementation of the May 2023 DEI/JAB Action Plan
- Execute the first six months of action items from the DEI/JAB Action Plan
- Continue to monitor the results of the annual workplace culture survey and implement programs to improve engagement
- Review and update the employee handbook and policies with the assistance of a consultant
- Improve training for employees focused on time management, professionalism, and mindfulness and cross training across supervisors and associates to increase knowledge sharing
- Offer all employees to attend one major conference to grow their knowledge of the place management and parking and mobility industry

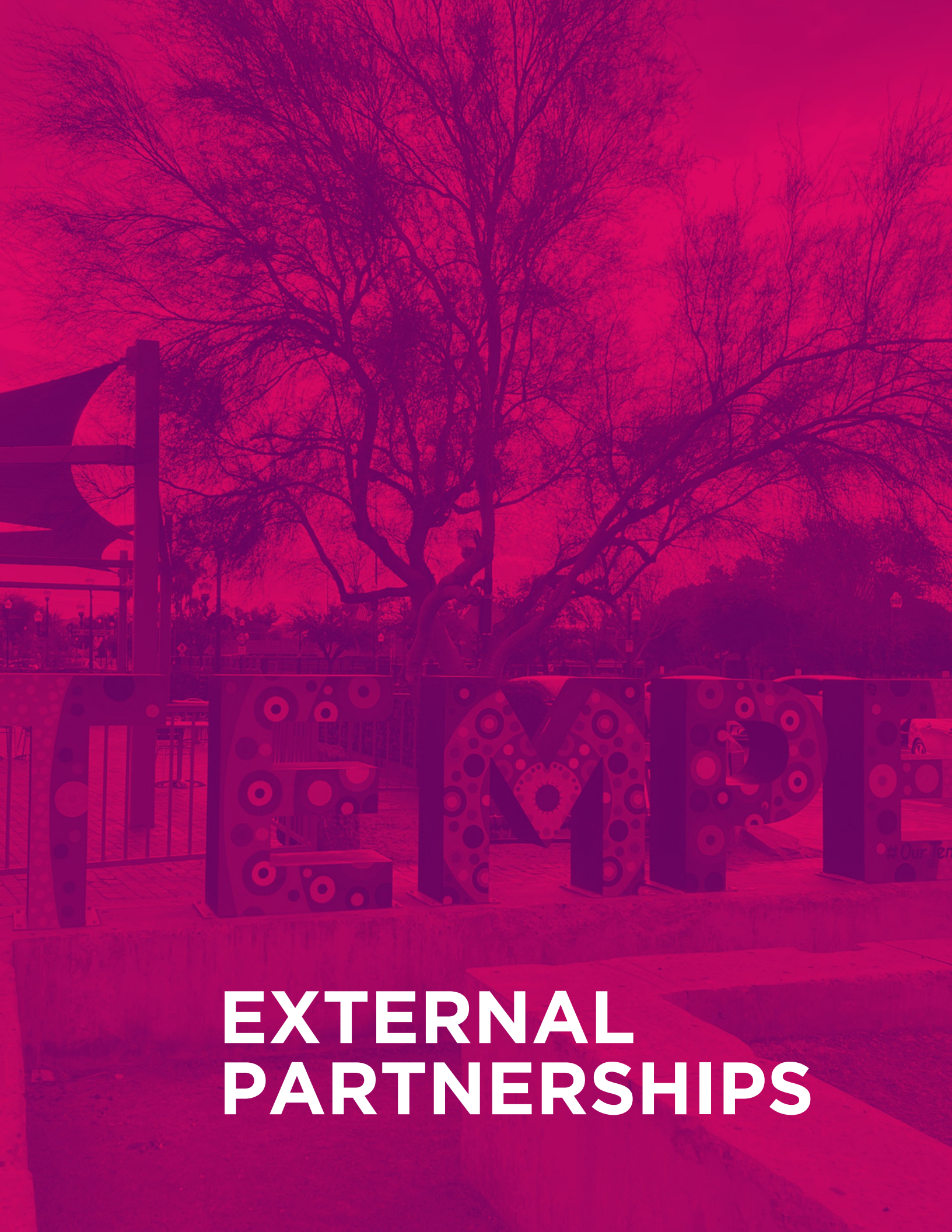
### **STRATEGY – Execute technology advancements and sustainability efforts.**

- Implement sustainable solutions in all programs and initiatives, from the daily office operations to the management of the downtown to the production of large-scale events.
- Maintain Local First Green Business Certification for our office
- Look to modernize and digitize our accounting systems to reduce paper and increase efficiency
- Redesign the first point of contact (reception) for better use of time and appropriate management of guest services

### **STRATEGY – Improve financial sustainability of the organization**

- Evaluate and diversify our banking and making necessary changes to institutions that will provide better service and align with our values
- Grow volunteer program and appreciation mechanisms and provide regular volunteer incentive gifts
- Update accounting policies and procedures to include best practices for new cloud based systems
- Reallocate accounting duties within the team to continue to best meet standard practices
- Develop opportunities for additional and year-round sponsorships
- Evaluate the first year of the renewed contract with Block by Block to ensure we are receiving a high level of service with regard to our Clean & Safe program
- Continue to evaluate the possibility of taking all or a portion of services fully in-house as a benefit to our bottom line and to all our stakeholders.
- Evaluate all vehicles and utility add-ons used in order to achieve the desired balance between needs and available budget.





# EXTERNAL PARTNERSHIPS

# OBJECTIVE TWO

## EXTERNAL PARTNERSHIPS

### **STRATEGY - Leverage our existing partnerships to achieve even greater results and demonstrate increased value.**

- Create an external Equity Committee, with members from various community partners, to ensure that we hear from all stakeholders how our programs and the downtown community are perceived with respect to diversity and inclusion, with the goal of all feeling a sense of belonging
- Work with designated consultants and city staff to execute complete streetscape redesign along Mill Avenue and 5th Street
- Work with the City of Tempe's MARA committee to secure tenants for any vacant locations and ensure the onboarding experience is seamless and thorough.
- Work closely with the City of Tempe on establishing a Transportation Management Association and house the association initially under the DTA umbrella. The TMA will be charged with promoting Transportation Demand Management initiatives such as mass transit, carpooling, bicycle and pedestrian encouragement and park and ride options.
- In conjunction with the City of Tempe, conduct an RFP process to hire a consultant to complete a curb lane management study. This would focus on parking, deliver zones, transportation network companies such as Uber, scooters, and restaurants that now require additional pickup zones for food delivery

### **STRATEGY - Continue to raise the bar with respect to our merchant support efforts**

- Continue existing merchant relationships with new employee managing the role
- Work with the City of Tempe to implement a facade Improvement Grant program as a component of the REFRESH effort
- Work with the MARA committee to assist in Retail Recruitment for Mill Avenue
- Create and execute an extensive merchant marketing plan to highlight all merchant activities, anniversaries, milestones, new businesses, etc.





# THE PLACE

# OBJECTIVE THREE

## THE PLACE

### **STRATEGY – Produce high quality, inclusive community events that retain our existing guests and continuously draw new participants**

- Continue to assess our events with feedback from our Equity Committee and improve the diversity of our offerings
- Improve the hospitality efforts at the Tempe Festival of the Arts to ensure loyalty and execute excellence in customer service
- Launch the first-ever STEMS flower festival in January 2024; a free community event showcasing our hotels and merchants and creating photo opportunities throughout downtown Tempe

### **STRATEGY – Constantly improve upon our cleaning, safety and parking operations to incorporate new advancements and leverage partnerships**

- Update the existing single space credit card enabled meters with newest models that will accept coin, credit, Apple and Google wallets and mobile phone payments
- Introduce camera-based space counting and electronic signage that will show available spaces in controlled parking structures
- Replace existing monthly parking hang tag permits with a new digital platform using license plate recognition
- Continue to expand the Flash Parking access control system to the remainder of our off street managed garages
- Work with all property owners to continue expanding EV charges to all parking facilities in the downtown
- Create new monthly parking rate structures that encourage part time or shared parking opportunities
- Refresh all video-based training materials to improve customer service, emotional intelligence and conflict avoidance.
- Continue to implement targeted/proactive enforcement policies and practices to replace the historical complaint/response driven practices. This will result in reduced expenses and higher ticketing and collection successes.



# OBJECTIVE THREE

## THE PLACE CONT.

### STRATEGY – Incorporate art and local artists into the landscape of our downtown through concerted placemaking efforts throughout the year

- Identify all publicly available areas that have potential for improvement and activation and note those that have the greatest need or present the greatest ease.
- Build relationships with owners and representatives of the database of spaces.
- Increase perception of safety through placemaking initiatives.
- Connect downtown's higher traffic areas through better pedestrian experiences.
- Collaborate with community partners to build a placemaking agenda and share resources to achieve greater success



# THE STORY



# OBJECTIVE FOUR

## THE STORY

**STRATEGY – Build a comprehensive annual marketing strategy that incorporates all our existing tools, our seasonal programs, and our stakeholders**

- Restructure the marketing program by utilizing a more robust group of collaborators to create content and to capture our events
- Position Downtown Tempe as a destination of experiences where there's something for everyone by utilizing a variety of voices in the execution of our efforts
- Increase merchant engagement and help them leverage their connection with us through improved relationships and data that demonstrates our strength
- Increase awareness of the historic aspects of Downtown Tempe through targeted campaigns
- Work ahead of deadlines to allow for maximum event promotion and greatest event participation

**BUDGET**



## DTA & DTF COMBINED

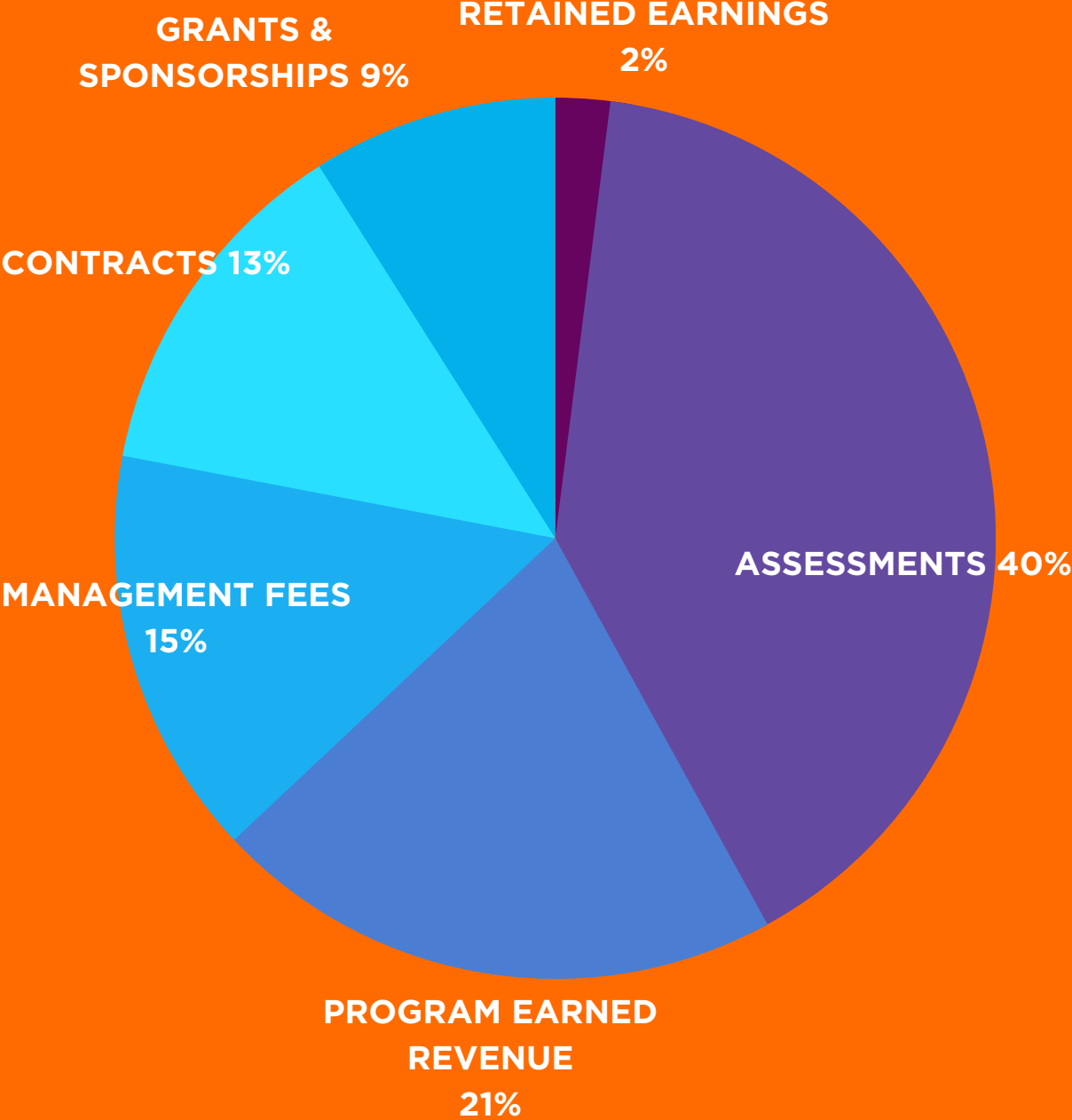
### INCOME

District Assessments	1,724,055
Retained Earnings (22.23)	85,343
Grants & Contributions	401,300
Management Fees	645,000
Partnerships	542,320
Program Revenue	899,136
<b>TOTAL INCOME</b>	<b>4,297,154</b>

### EXPENSE

Employee Wages & Benefits	607,475
Business Development	112,000
Clean & Beautification	325,291
Conference & Meetings	47,600
Marketing	340,000
Professional Fees	77,000
Programming	1,665,068
Rent & Leases	115,000
Operations (Security/Parking)	729,584
Administration	55,000
Utilities / Services	37,000
Bank Fees	16,000
Insurance	160,000
Miscellaneous	10,136
<b>TOTAL EXPENSE</b>	<b>4,297,154</b>
<b>NET ORDINARY INCOME</b>	<b>0</b>

# BREAKDOWN OF INCOME



# BREAKDOWN OF EXPENSES

