



**DOWNTOWN MANHATTAN BEACH  
BUSINESS IMPROVEMENT DISTRICT**

Business Improvement & Activity Plan  
July 2021

*Prepared by the **Downtown Manhattan Beach Business & Professional Association**  
pursuant to the State of California  
And the Parking and Business Improvement Area Law of 1989  
to maintain the Business Improvement District for  
Downtown Manhattan Beach, California.*

## **DOWNTOWN MANHATTAN BEACH BUSINESS IMPROVEMENT DISTRICT INFORMATION AT-A-GLANCE**

This Business Improvement District has been in existence since April of 1969 under the authority of the “Parking and Business Improvement Area Law of 1965”. This law was restrictive with respect to the use of funds. In 1989 the State Legislature adopted Senate Bill 1424, “Parking and Business Improvement Area Law of 1989”. In 1998 a group of concerned merchants and a growing coalition of downtown stakeholders, developed the proposal to establish a new Downtown Manhattan Beach Business Improvement District (BID) under the new legislation. In October 1998, that legislation was approved and adopted as City Ordinance No. 1989. In January 1999, the BID contracted with the Downtown Manhattan Beach Business & Professional Association (DBPA), a 501 (c) 6 not-for-profit corporation established in 1985, to provide specific benefits to the members of the BID.

***Location:*** The Existing Business District of Downtown Manhattan Beach.

***Stakeholders:*** Downtown Businesses - All business license holders in the Downtown area except commercial property owners.

***Improvements  
And Activities:***

- A. Parking, Transportation & Community Programs
- B. Marketing & Advertising
- C. Promotions & Special Events
- D. Professional Management & Communications

***Method of  
Financing:*** Benefit-based assessments on City Business License Tax.

***Assessment:*** Based on the existing assessment. An 80% surcharge on the City Business License Tax not to exceed \$600.

***Collection of  
Assessment:*** The fees are collected in March/April of each year and disbursed through contract, to the Downtown Manhattan Beach Business & Professional Association (DBPA).

***Governance:*** **Advisory Board:** Annual recommendations on Downtown Manhattan Beach Business Improvement District (BID) budgets and assessments will be submitted to the Manhattan Beach City Council by a seven–nine (7-9) member Advisory Board composed of business owners located within the boundaries of the BID. The Advisory Board will also monitor the delivery of improvements and activities, which will be the day-to-day responsibility of the Downtown Manhattan Beach Business and Professional Association (DBPA).

Business owners that are assessed within the BID, and, per State law, appointed by the Manhattan Beach City Council can nominate members of the Advisory Board.

Representation should consist of businesses on Manhattan Beach Boulevard, Manhattan Avenue and Highland Avenue. It should also contain a mix of retail, service and restaurants.

It is anticipated that the Advisory Board will meet at least once annually.

**Downtown  
Association:**

The BID will contract with the DBPA to carry out improvements and activities described in the Plan, as well as the day-to-day operations. In delivering BID improvements and activities, the DBPA will aim to meet the following objectives:

- Maximize coordination with the City and other civic organizations to leverage resources;
- Deliver programs through a cost-effective and non-bureaucratic organization that features one executive director that works for all Downtown Manhattan Beach stakeholders;
- Provide for accountability to business owners who pay assessments.

***Maintaining the  
District:***

The City Council can maintain the district by adopting a Resolution of Intention. A public hearing shall be held not less than 20 or more than 30 days after the adoption of the Resolution of Intention. If there is not written protest from owners representing over 50% of the assessments to be paid, the BID assessment will continue.

***Benefits  
Of the District:***

The BID costs no more than the prior assessment and allows the district's funds to be self-governed and to go beyond parking issues.

The BID allows for integrated marketing efforts such as cooperative promotions, advertising and publishing downtown directories and calendars of events.

The DBPA provides key promotional and organizational support through a variety of functions that directly benefit its ratepayers as well as the City. Such as:

- Creating a public/private partnership to manage the Downtown environment to ensure high standards for signage, security, maintenance, parking and marketing;
- Increasing sales and revenues throughout the district as well as tax and parking revenue to the City;
- Advocating Downtown interests and for the City at large;
- Establishing and implementing a Downtown vision, an image of a thriving city center that reflects the good health and economic vitality of the entire city, making the city an attractive venue for businesses;
- Assisting the City in policy making, administration and implementation of City programs;
- Streamlining communications and saving time and energy, by providing the City with a single, unified Downtown entity.

## **Business Improvement District**

### **DOWNTOWN MANHATTAN BEACH**

#### **BID Advisory Board Annual Meeting Minutes**

**Tuesday June 8, 2021**

#### **Zoom Video Conference**

#### **Attendance 2021-2022 Board Members**

##### **Present:**

Michael Zislis, Zislis Group  
John Altamura, Altamura Real Estate Group  
Kevin Barry, Investor MB Post  
Linda McLoughlin Figel, {pages: a bookstore}  
Maureen McBride, Tabula Rasa Essentials  
Matt Smith, Summer Orthodontics  
Mike Simms, Simms Group (current DBPA President)  
Jill Lamkin, DBPA Executive Director

Jill gave a brief introduction and Michael Zislis called the meeting to order at 9:11am. The agenda was reviewed, and feedback or changes were requested; there were none.

#### **Reviewed Strategies & Goals for 2021-2022**

- **Propose and Potentially Implement Permanent Outdoor Dining**
  - Consensus was that permanent outdoor dining is in the best interest of the BID and the residents.
  - Need to request businesses' quarter over quarter sales data for 2019 and 2021
    - Overall sales
    - Number of transactions
    - Average transaction size
  - Need to consider construction impact on businesses
    - Permanent decks would not damage public right of way
    - Estimated 2-6 weeks to build
    - Decks would be completed on individual timelines based on developing plans and putting through the permitting process
    - Sidewalk cuts to take gas and electrical to decks would create approximately 3-day impact (metal plates put in place after hours)
    - Preferred timeline for construction: Q1 2022 or Q2 2022
  - Funds collected for use of public right of way in Downtown should stay in BID to be used for security, beautification, cleanliness, shared transportation, etc. Funds should be used for something that benefits all businesses. Not acceptable for it to go into the General Fund.
  - Create a statement for DBPA membership approval: I support the City of Manhattan Beach beginning a public process to explore permanent outdoor dining in Downtown Manhattan Beach.

- This will allow an opportunity for more robust conversation between residents, businesses and the City.

### **Reviewed Downtown Beautification Objectives**

- Build a solid relationship with the new Director of Public works and partner together to identify areas of improvement and timelines for cleanliness, general repairs, etc.
- Work toward implementing new wayfinding and parking signage
- Complete re-landscaping project with previously allocated funds.
- Continue to research potential lighting solutions.
- Develop resident/business/staff awareness of cleanliness and feeling of “ownership” of everyone
- Continue to monitor and document service levels to ensure they are achieved.

### **Discussed Parking/Transportation Strategies**

- Downtowner Proposal
  - Proposal includes mixture of 3 Gem cars and 3 Chevy Bolts
  - Gems would service all of MB west of Sepulveda; Bolts east of Sepulveda
  - Operational hours of 11am-11pm Memorial Day to Labor Day; 4pm-10pm other months (11,106 annual service hours)
  - Need close examination of ridership metrics to see most efficient hours
  - Setup costs: \$43K
  - Year 1 operation costs: \$589,000
  - Board would like Downtowner to provide information regarding:
    - How much annual revenue can be generated by ads?
    - How much could be charged to sponsor a vehicle?
    - What grants might be available for green transportation initiatives?
    - How much cost could be offset with charging minimal rider fees of \$5?
    - Can we offset with funds from North Manhattan Beach?
    - If the two BIDs contribute, could we offer free rides or \$1/pp to those areas?
    - Is it possible to consider the new electric VW bus?
  - Could parking rates be raised to cover costs? Ex: Laguna parking rates are \$2.50-\$3/hour; Vail funded with \$8/hour rates
  - What is the DBPA contribution?
  - Funding sources: increase in parking rates, advertising, rider fees, DBPA
  - Jill to continue to work on proposal details with Downtowner and look for additional vendors
- Discussed options for off-site Employee Parking
  - Manhattan Village - \$4/space/day
  - Northrop Grumman – not available
  - Kinecta - \$100/space/month
  - All would require a shuttle @ approximately \$75/hour through ZIIP
  - Still trying to connect with MBUSD regarding Pacific parking lot
  - Based on hours stated by restaurants, 8 hours/day needing shuttle to go back and forth

- Price/hour of Dial-a-Ride – unknown but it's paying for staffing of City employee
- Don't want to ask City for additional funds for now
- Create additional bike solutions
  - Working with Traffic Engineer and Public Works to identify and install additional bike racks throughout Downtown
  - Working to determine logistics of bike valet to mitigate parking issues
  - Continue pushing installation of parking count display for Metlox
  - Continue to promote locals biking, walking and ride-sharing to reduce parking issues

## **Marketing Plan to Focus on Retail and Services**

- Refresh directory housings, maps and add QR code
- Research options and pricing for digital directories
- Print & distribute postcards with QR codes that take users directly to our website
  - Distribute to MBPD, CSC, businesses
  - Ask restaurants to add them to their to-go orders
  - Provide to Chamber of Commerce and local hotels
- Determine feasibility of an illustrated map of retail/service businesses
- Encourage restaurant and retail/service partnership
- Work on ways for businesses to share dining decks during “off” hours
- Use DBPA Board as Ambassadors to begin a “neighborly” campaign so businesses become familiar with what each other offers so employees can direct visitors and make recommendations to other businesses.

Reviewed Proposed DBPA Budget for 2021-2022 via email. On July 15, 2021, Mike Zislis made a motion to approve the budget. The vote was unanimously approved.

## **General Notes**

Michael Zislis made a motion to contract with the DBPA to carry out the day-to-day improvements and activities described in the Plan and distribute the funds in a way that represents the entire Downtown Manhattan Beach BID. Kevin Barry seconded the motion and the motion was passed unanimously.

A new proposed budget for 2021-2122 is submitted reflecting the significant impact on revenue due to COVID. A Resolution of Intent, when provided to the BID, will be endorsed and sent to the City of Manhattan Beach and brought before the City Council for review.

Respectfully submitted by:

Jill Lamkin  
Executive Director  
Downtown Manhattan Beach Business & Professionals Association

END

## ACHIEVEMENT vs. ACTIVITY PLAN 2020-2021

### A. Work with City on COVID Relief Measures to Assist Businesses

**Goal:** DBPA is directed to meet with the City's Finance Committee to discuss Business License Tax calculations and adjustments.

**Achievement:** After meeting with the Finance Subcommittee, the DBPA conducted a membership vote that was unanimously approved to explore the possibility of revising the BLT calculation to more equitably tax small and large businesses. The tax has remained mostly unchanged since its inception, which included a cap of \$10,000, which equates to about \$5M in sales. At the time of implementation, \$5M was likely a high cap, however Apple Stores conservatively average \$23M/month in sales pay the max of \$10K, the same as many independently owned small businesses in Manhattan Beach. Ongoing effort.

**Goal:** DBPA is directed to support and promote outdoor dining as long as possible, not only as a substitute for indoor seating, but also as a means to regain losses suffered by months of closure.

**Achievement:** City Council has supported all requested use of right of way space for our restaurants.

**Goal:** DBPA is directed to work with City Staff/Council Subcommittee to:

- Identify potential new traffic/parking strategies to most effectively utilize streets and parking for outdoor dining and retail use. **Achieved.**
- Eliminate rental costs for parking spaces to allow all businesses the opportunity to expand outdoors. **Achieved.**
- Determine cooperative initiatives to drive business to the BID. **Achieved.**
- Immediately allow all applicants the ability to use adjacent walk streets for commercial use. **Sidewalks were approved instead of walk streets.**
- Explore remote parking and shuttle options for beach or employee parking (including City employees). **Many options explored; two have come to fruition for restaurant employees at American Martyr's and Pacific Elementary.**
- Brainstorm opportunities for businesses to operate outdoors in public spaces, such as hair and nail salons, fitness studios or other services. **There have been a few partnerships that have worked, such as a wine tasting on a dining deck during the restaurant's off hours, but sharing the space has proven more difficult than we thought due to the equipment stored on the decks. Continuing to work on ideas.**
- Regularly brainstorm, create and implement ideas that will support and maintain a healthy business community in response to COVID. **Implemented the Feed the Heroes program that raised over \$126,000 from residents that allowed the DBPA to purchase food prepared by Downtown restaurants to be delivered to two local hospitals for healthcare workers.**



- Allow flexibility in operational hours when and where it makes sense. **Worked with the Ad Hoc Committee to determine opening hours for outdoor dining decks.**
- Collaborate to identify activities or entertainment (as allowed) that would enhance the Downtown environment. **None were allowed.**

**Goal:** DBPA is directed to collaborate with City resources and the Chamber of Commerce to create a coordinated Shop Local campaign. This should include the need for locals to spend locally but also to promote the level of service provided by local businesses as well as the enhanced benefits of shopping and dining in our vibrant community. **Achieved.**

## **B. Downtown Manhattan Beach Lighting and Beautification**

### **Lighting**

**Goal:** Increase ambiance Downtown with new lighting.

**Achievement:** The DBPA allocated \$20,000 to purchase LED lights to be installed and maintained by the City of Manhattan Beach Public Works Department. Research was done and it was determined that the most practical first step is to install lights in the trees where power exists (non-palm trees). Lights were installed by Public Works in October 2020.

### **Beautification**

**Goal:** Enhance landscaping, seating and walkway options throughout the District.

**Achievement:** The DBPA created and submitted plant diagrams we recommend for each planter and allocated \$20,000 to purchase plants to be installed and maintained by the City of Manhattan Beach Public Works Department. It was determined that more research and planning was required. The new Public Works Director, Merchants Landscaping and the DBPA Executive Director have a verbal agreement on the plan and are awaiting the written agreement from Public Works.

## **C. Parking and Transportation Strategies**

**Goal:** Request final implementation of smart parking technology originally installed during construction of the Metlox parking structure. This technology should be utilized with parking space count displays at both entrances to the structure. This would eliminate the unsafe and unhealthy circling of vehicles in the garage looking for spaces that are not available.

**Achievement:** DBPA met with Public Works again to finalize the installation plan. Kiosks have been installed, parking spaces have been numbered and the parking count signs have been ordered. Implementation is projected for September.

**Goal:** Allow immediate Permit Parking access to the approximately 75 parking spaces previously allocated to dealer.com in Lot 1.

**Achievement:** Complete.

**Goal:** Request dedicated rideshare and taxi loading zones. Streets within the BID experience unnecessary congestion when ride share vehicles stop in the middle of a street or in front of a specific business, creating both a safety issue and traffic problems.

**Achievement:** Complete.

**Goal:** Continue to work with the City to explore options similar to the Downtowner EV shuttles.

**Achievement:** The DBPA has obtained a new proposal from the Downtowner to offer a combined electric vehicle service that could serve the entire city of Manhattan Beach. A meeting with a second vendor, Circuit, who services multiple Southern California cities is scheduled for July 19, 2021. If they are deemed a fit for our needs, a second proposal will be requested.

#### **D. Support Weekly Manhattan Beach Certified Farmers' Market**

**Goal:** Continue to increase revenue of Farmers Market to support additional initiatives within the BID.

**Achievement:** Worked with Farmers Market Operator to safely operationalize a modified market during COVID. Our sales are nearly back to pre-pandemic numbers.

#### **E. Community Marketing Partners**

**Goal:** Beginning in 2020-2021, the DBPA will create paid marketing partnerships with local organizations that are mutually beneficial, instead of providing cash donations. Some examples of marketing partnerships we have pursued are MBEF, Growing Great and the Roundhouse Aquarium.

**Achievement:** Complete. In 2020 MBEF was our only Community Marketing Partner due to the mutually beneficial events we were able to schedule and support, like the Support our Schools Shopping Day.

#### **F. Marketing & Advertising - Ongoing**

**Goal:** The DBPA is directed to continue with marketing programs that benefit all businesses in the BID, including:

- Creating and distributing materials in print, social media, posters, banners
- Participating in local visitor and destination guides; partnering with local hotel concierges (when travel resumes post COVID)

- Maintaining the website and email databases to ensure promotion and ease of use for public and businesses.
- Working in tandem with the Chamber of Commerce and their various advertising and marketing mechanisms, such as the Chamber Map and Destination Guide as well as seek their continued support in marketing and promotion of Downtown businesses.

**Achievement:** Ongoing effort.

## **G. Promotions & Special Events**

**Goal:** The BID believes the Holiday Open House has been a tremendous success in bringing together the community and our Downtown Businesses. The BID directs the DBPA to consider adding an additional event this year.

**Achievement:** DBPA has agreed to co-host the annual MBPD Car Show that benefits our local K-9 Foundation. We will provide sponsorships, marketing and operations assistance to the show while encouraging participants to patronize our businesses to ensure a mutually beneficial event.

### **Goal:**

- Sponsor (3) annual “Sidewalk Sales” to promote Downtown merchants
- Operate Sunset Beach Party at the AVP/MB Open with a portion of proceeds being donated to the Roundhouse Aquarium educational programs
- Conduct weekly Farmers Market and monthly Chef demos, business promotion booths
- Host the “Holiday Open House together with the Pier Lighting to kick-off the holiday shopping season
- Continue to work with the ‘Beach Events’ such as 6-Man/International Surf Festival, Catalina Paddleboard & Manhattan Open to ensure the downtown benefits from the events and that communications regarding street and parking impacts are effectively communicated to businesses.

**Achievement:** Three sidewalk sales occurred, but the DBPA pivoted to encourage online sales and delivery options due to COVID restrictions. In lieu of the Holiday Open House, the DBPA sponsored the Joy Ride, a branded golf cart that hosted a Santa drive-by in November as well as provided businesses with an opportunity to deliver gifts with a festive touch. All other events were cancelled due to COVID.

## **H. Professional Management & Communications**

**Goal:** The DBPA is directed to continue to meet with and provide regular, professional and effective communications with the MB Residents’ Association, various City employees, Department Directors, MBPD/MBFD, City Council, DBPA membership and the BID Board.

**Achievement:** Ongoing effort.

**Goal:** The DBPA is directed to continue to provide affordable resources to businesses within the BID to assist with government mandated training or HR related issues through private vendors or coordination with the Chamber of Commerce, as well keep members apprised of important issues affecting their businesses.

**Achievement:** Ongoing effort.

**Goal:** The DBPA is directed to maintain professional management to ensure this cohesive Business Improvement and Activity Plan is implemented and continued maintain professional management to ensure this BID Activity Plan is implemented and that new businesses in the District are welcome and their participation is invited to ensure an economically thriving Downtown.

**Achievement:** Ongoing effort.

## **BID ACTIVITY PLAN 2021-2022**

### **A. Permanent Outdoor Dining**

**Goal:** Propose and potentially implement permanent outdoor dining in the BID.

### **B. Downtown Manhattan Beach Lighting and Beautification**

**Goal:** Finalize purchase by DBPA (with previously allocated funds) and installation by Merchants/Public Works for landscaping in 28 identified planters throughout the BID.

**Goal:** Build a solid relationship with the new Director of Public works and partner together to identify areas of improvement and timelines for cleanliness, general repairs, etc.

**Goal:** Work toward implementing new wayfinding and parking signage

**Goal:** Continue to research potential lighting solutions.

**Goal:** Continue to monitor and document service levels to ensure they are achieved.

### **C. Parking and Transportation Strategies**

**Goal:** Obtain at least two vendor proposals to provide electric vehicle shared ride services throughout the City of MB and present to Council for combined and shared implementation.

**Goal:** The DBPA is directed to continue to explore opportunities to provide event/employee/beach event shuttle (with parking located outside of Downtown) and/or ride share codes to attendees and staff.

**Goal:** Work with Traffic Engineer and Public Works to identify and install additional bike racks throughout Downtown.

**Goal:** Determine logistics of a bike valet to mitigate parking issues.

**Goal:** Continue pushing installation of parking count displays for Metlox.

**Goal:** Continue to promote locals biking, walking and ride sharing.

### **D. Implement Marketing Plan to Focus on Retail and Service Businesses**

**Goal:** Refresh directory housings, maps and add QR Code; research and recommend installing digital directories. Determine feasibility of illustrated retail map.

- **Goal:** Print & distribute postcards with QR codes that take users directly to our website
  - Distribute to MBPD, CSC, businesses
  - Ask restaurants to add them to their to-go orders
  - Provide to Chamber of Commerce and local hotels

**Goal:** Encourage retail, restaurant and service partnerships and referrals & encouraged sharing outdoor dining decks during “off” hours.

**Goal:** Work with DBPA to serve as Ambassadors to all businesses to encourage participation in the organization and a “neighborly” campaign. This would allow businesses to become familiar with what each other offers so employees can direct visitors and make recommendations to their customers to visit others.

## **E. Marketing & Advertising - Ongoing**

**Goal:** The DBPA is directed to continue with marketing programs that benefits all businesses in the BID, including:

- Create and distribute materials in print, social media, posters, banners
- Visitor and destination guides; hotel concierges (when travel resumes post COVID)
- Maintain the website and email databases to ensure promotion and ease of use for public and businesses.
- Maintain social media presence and increase number of social media followers, as of 7/19/20: Instagram – 18.7K; Twitter – 2,986; Facebook – 8,524
- Work in tandem with the Chamber of Commerce and their various advertising and marketing mechanisms, such as the Chamber Map and Destination Guide.

## **F. Promotions & Special Events - Ongoing**

**Goal:** The DBPA is directed to successfully promote and execute any Special Events that would make sense and work to ensure the events support our businesses.

**Goal:**

- Sponsor (3) annual “Sidewalk Sales” to promote Downtown merchants
- Operate Sunset Beach Party at the AVP/MB Open with a portion of proceeds being donated to the Roundhouse Aquarium educational programs
- Conduct weekly Farmers Market and monthly Chef demos, business promotion booths
- Host the “Holiday Open House together with the Pier Lighting to kick-off the holiday shopping season
- Continue to work with the ‘Beach Events’ such as 6-Man/International Surf Festival, Catalina Paddleboard & Manhattan Open to ensure the downtown benefits from the events and that communications regarding street and parking impacts are effectively communicated to businesses.

## **G. Professional Management & Communications - Ongoing**

**Goal:** The DBPA is directed to continue to meet with and provide regular, professional and effective communications with the MB Residents' Association, various City employees, Department Directors, MBPD/MBFD, City Council, DBPA membership and the BID Board.

**Goal:** The DBPA is directed to continue to provide affordable resources to businesses within the BID to assist with government mandated training or HR related issues through private vendors or coordination with the Chamber of Commerce, as well keep members apprised of important issues affecting their businesses.

**Goal:** The DBPA is directed to maintain professional management to ensure this cohesive Business Improvement and Activity Plan is implemented, that new businesses in the District are welcome and their participation is invited to ensure an economically thriving Downtown and that the BID Board is aware of larger concerns and opportunities such as parking and revenue streams.

## **ACTIVITY PLAN BUDGET**

### **I. INCOME**

#### **2021-2022 Operating Budget**

**\$281,307** total income has been budgeted.

This fiscal year's operating budget breakdown of income for the Downtown Manhattan Beach BID is outlined below.

#### **BID Contribution**

**\$70,000** has been budgeted.

The assessment methodology is a surcharge on the City of Manhattan Beach Business License Tax. Calculation of individual assessments for one year is determined by one factor; an 80% surcharge on the business license tax, not to exceed \$600.00.

#### **DBPA Event Income**

**\$10,000** projected income for the Holiday Open House/Pier Lighting

HOH income is a suggested \$100 contribution from each business and is allocated towards entertainment and activities that evening as well as Small Business Saturday and December Advertising.

#### **Farmers Market Sales**

**\$199,800** projected income in total sales (market sales, merchandise, additional vendors, Carrot Coins and other sources).

### **II. FISCAL YEAR CAPITAL PLANS**

**Net income for 2021-2022 was \$34,221 contributing to the total equity of \$224,908, of which approximately the following \$112,068 is allocated:**

- \$37,068 in BID reserves
- \$20,000 is allocated towards Beautification (landscaping)
- \$25,000 is appropriated for potential Parking and Transportation initiatives
- \$30,000 is allocated toward potential digital directory implementation



### III. EXPENSES

#### 2021-2022 Operating Budget

**\$255,858** is the Activity Plan budget

- **Professional Management & Administration (Rent, Supplies, Insurance, Accounting, Permits, Utilities, Security Patrol, etc.):**  
**\$115,029** is provided which accounts for 45% of the budget
- **Farmers Market Operations:**  
**\$81,946** is projected, comprising approximately 32% of the budget
- **Marketing, Advertising:**  
**\$56,684** is projected, comprising 22% of the budget
- **Electric Vehicle Shuttle Service:**  
**\$25,000** is budgeted, comprising 10% of the budget
- **Lighting/Beautification/Landscape**  
**\$36,658** is projected, comprising 14% of the budget
- **Special Events:**  
**\$16,950** is projected, comprising 7% of the budget (does not include advertising or marketing associated with events)
- **Budgeted Deficit (30%):**  
**\$-76,409** is budgeted due to reduced BID and Farmers Market Income. This can be offset by changing capital expenditures or drawing from retained earnings.