



# Office of Mayor-Elect Lenny Curry

Transition Task Force (Budget)

June 24, 2015

City Hall, Mayor's Conference Room, 117 West Duval Street, Jacksonville FL 32202

IN ATTENDANCE:

**Transition Team**

Sam Mousa

Shari Shuman

Kirk Wendland

Beth Mangold

Mike Weinstein

**Council Auditor's Office**

Robert Campbell

**Budget Office**

Angela Moyer

**Department: DVI – Bill Prescott, Jay Gordon, Jennifer Asperson**

**Highlights of the Budget**

Bill Prescott gave the committee an overview of how DVI (Downtown Vision Inc.) got started.

Property owners within the DID (Downtown Improvement District) pay a 1.1 mil assessment on the taxable value of commercial property. These funds are used by DVI to provide services to these downtown property owners. The property appraiser assesses the fees, the tax collector collects and sends to the city, and the DVI receives their funds from those fees. The City of Jacksonville accounts for 31% of all assessed values in the DID.

The slight increase in the submitted budget from \$464,000 to \$481,498 reflects the inclusion of the new county courthouse.

DVI is projecting an increase in assessments for the upcoming fiscal year; funds are still down 24% from pre-recession levels.

Some of the services provided through the budget are:

- Clean and Safe Ambassador Service
- Experience Creation
- Marketing
- Information Management
- Hospitality
- Beautification
- Advocacy

No enhancements at the time.

*Downtown  
Vision,  
Incorporated*



May 19, 2015

Oliver Barakat, Chair  
Downtown Investment Authority  
117 W. Duval St., 3<sup>th</sup> Floor  
Jacksonville, FL 32202

Dear Oliver:

Re: Downtown Vision, Inc. FY 2015/2016 Budget

I want to take this opportunity to reach out to the Downtown Investment Authority to provide background information on the budget for Downtown Vision, Inc. (DVI). This budget was approved by the DVI Board at its April 2015 meeting.

Property owners within the Downtown Improvement District (DID) pay a 1.1 mil assessment on the taxable value of commercial property. These funds are used by the Downtown non-profit entity – DVI – to provide services to these downtown property owners including clean and safe ambassador services, hospitality services, marketing, event and experience creation, beautification, information management and advocacy. While DVI is projecting an increase in assessments for the upcoming fiscal year, funds from these assessments are still down 24% from pre-recession levels.

Like private property owners, the City of Jacksonville pays an assessment to DVI for services provided on the city-owned property in the Downtown district. The City of Jacksonville is the single largest landowner in Downtown, accounting for 31% of all assessed value in the DID. Our submitted budget includes \$481,498 in funding from the City of Jacksonville. This funding level is calculated using the same 1.1 mil assessment that private property owners pay. Last year, DIA approved DVI's request for \$464,000 in FY14/15. This slightly increased funding level reflects the inclusion of the new County Courthouse on the Property Appraiser's rolls as well as other changes to city-owned property.

Given the nature of our work, DVI provides the same services to the City of Jacksonville as we do to private property owners, if not more. For example, in addition to our regular scope of services, DVI regularly extends Ambassadors' deployment hours for City-sponsored special events such as One Spark and the Jazz Festival including clean up following such events. DVI's work directly forwards DIA's plans – both the Community Redevelopment Area (CRA) plan and Business Investment & Development (BID) plan. Specifically, much of

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# Downtown Vision, Inc. FY15/16 Budget

## Downtown Vision, Inc. FY15/16 Budget

	Clean, safe and Attractive (2)	Mktg, Promotions, special projects (3)	Business/ Stakeholder Support (4)	Total Programs	Management & General (5)	BUDGETED 15/16
<b>REVENUES</b>						
City of Jacksonville (1)						\$481,498
Private Commercial Properties - Assessed at 1.1 mils						\$720,000
JEA Payment for Services						\$25,000
General Services Administration Payment for Services						\$13,765
Interest Income						\$960
Sponsorships/Miscellaneous						\$25,000
Special Events Income						\$42,520
FOHP Subcontract for Ambassador Services						\$184,794
<b>TOTAL REVENUES</b>						<b>\$1,493,537</b>
<b>EXPENDITURES</b>						
Salaries	\$67,729	\$157,364	\$67,729	\$292,842	\$38,373	\$331,215
Employee Benefits	\$3,065	\$23,086	\$3,065	\$29,216	\$2,918	\$2,134
Payroll Taxes/Workers' Comp	\$7,266	\$16,849	\$7,266	\$31,381	\$4,110	\$35,491
Total Salaries & Related Expenses	\$78,060	\$197,319	\$78,060	\$353,439	\$45,401	\$398,840
Professional Fees and Contract Services	\$623,451	\$33,810	\$3,063	\$660,323	\$3,063	\$663,385
Supplies/Equip. & Uniform Purchase & Maintenance	\$4,912	\$4,912	\$4,912	\$14,735	\$4,912	\$19,646
Telephone/IT	\$3,107	\$3,107	\$3,107	\$9,320	\$3,107	\$12,427
Computers	\$1,705	\$11,907	\$1,705	\$15,317	\$1,705	\$17,022
Insurance	\$1,625	\$1,625	\$1,625	\$4,875	\$1,625	\$6,500
Accounting/Banking Services	\$4,145	\$4,145	\$4,145	\$12,434	\$4,145	\$16,579
Postage	\$1,102	\$1,102	\$1,102	\$3,308	\$1,102	\$4,408
Travel/Conferences/Meetings	\$4,699	\$6,970	\$4,699	\$16,368	\$2,663	\$19,031
Subscriptions	\$377	\$377	\$377	\$1,131	\$377	\$1,508
Organization Dues	\$1,255	\$1,255	\$1,255	\$3,765	\$1,255	\$5,020
Program Support, including Strategic Initiatives	\$6,892	\$314,818	\$7,319	\$329,030	\$141	\$329,171
<b>TOTAL EXPENDITURES</b>	<b>\$731,329</b>	<b>\$581,346</b>	<b>\$111,368</b>	<b>\$1,424,042</b>	<b>\$69,495</b>	<b>\$1,493,537</b>
% of Total	49%	39%	7%		5%	100%
<b>REVENUES OVER EXPENDITURES/Gap Fund</b>						<b>\$0</b>

(1) The addition of the new Duval County Courthouse has increased the assessed value of City-owned properties. The proposed City contribution represents 1.1 mils of the assessed value of city-owned properties.  
 (2) DVI provides ambassador services to Downtown including 4.4 FTE hospitality ambassadors, 5.2 FTE cleaners (including 2 city-funded cleaners) and a project manager, plus uniforms, supplies and equipment for program. This line item includes 50% of DVI's Director of District Services salary plus 25% of all admin costs.  
 (3) Includes salaries for Director of Marketing, Communications Coordinator and Marketing and Events Coordinator. Includes 25% of the admin budget.  
 (4) Includes salary for 50% of Director of District Services and 25% of admin budget.  
 (5) This represents 25% of the entire admin budget and includes the Executive Director and Office Manager positions.

# DVI 2015 Strategic Plan Direction

Approved by the Board January 28, 2015

## OVERALL DIRECTION

Our overall direction is to expand upon what we do well and to increase the focus of our activities in selected areas that are targeted for significant commercial revitalization. Our priority is to make a visible, measurable difference in those targeted areas over the next 12, 24, and 36 months.

We are not expanding our scope but rather re-focusing our resources on selected activities and areas of Downtown Jacksonville. There is a strong bias to action in our plan – we are aggressively targeting our efforts to achieve visible short-term results as the current environment is ripe for action and we believe momentum is a powerful force for positive change. It is our intent to build that momentum in 2015.

Our strategic plans are tightly aligned to the vision, mission, and priorities of the Downtown Investment Authority (DIA) and enable private sector integration in the execution of those plans. This integration benefits the property owners in the Business Improvement District (BID,) the businesses that operate there, the employees and customers of those businesses. Ultimately all of Jacksonville benefits from a more robust and vital Downtown.

## SPECIFIC AREAS OF FOCUS

Our resources will be devoted to creating a great Downtown experience through four main areas of activity:

- I. **Clean + Safe Program/Ambassador Services** – As with any Downtown, creating a clean and safe environment is the cornerstone for a great Downtown experience and image that will enable additional growth in activities, merchants, and attractions. Hospitality Ambassadors and clean and safe services will continue to be a principal focus of DVI and will be incrementally augmented with additional patrols, etc., analyzed and fine-tuned to provide peak service in targeted areas. And, DVI will continue to work closely with the City of Jacksonville, the Jacksonville Sheriff's Office, property owners and others to ensure an exceptional experience for patrons and businesses in Downtown.
- II. **Experience Creation** – This is a core competency that will be elevated in priority. Event programming, public space beautification and activation, wayfinding, coordination of activities, communication, and promotion all play a fundamental role in the creation of an exceptional Downtown experience. Whether that is employees socializing after work or families coming Downtown for an event or to visit an attraction, the elements of a great experience must be engineered to be seamless and easily accessible to anyone who visits the area. We will focus on elements that create a reason for people to come Downtown and elements that create an excellent experience for them when they arrive creating the desire to linger, explore and return.
- III. **Marketing** – This core competency of DVI will be expanded and integrated with the needs and capabilities of other Downtown organizations. DVI will provide development and operational execution of marketing campaigns and activities that support the vision of DIA and the Downtown Marketing Collaborative (DMC.) Leading collaboration with these organizations will eliminate redundancy and allow us to collectively reach the critical mass that further amplifies the marketing impact for Downtown.
- IV. **Information Management** – DVI is well equipped to continue in its role as a primary source for data and analysis on a wide variety of attributes of Downtown. DIA relies on DVI's extensive databases and analytics to support their needs regarding benchmarking information, trend analysis, and external communications. Data elements ranging from business survey results to occupancy and activity levels, to residential growth, to attendance at local events are all collected to tell the Downtown story. This information is analyzed by DVI and can be published under a variety of banners and outlets and is a valued resource for DIA.

We will implement a disciplined approach to benchmarking and measurement of results to ensure that stakeholders receive value and benefit from their participation.

EXPENDITURES	City Council Adopted FY2014/2015	Proposed FY2015/2016	Difference from Prior Year	NOTES
Salaries	\$378,185	\$331,215	(\$46,970)	Decrease is due to elimination of Director of Strategic Partnerships position in April 2015.
Employee Benefits	\$43,835	\$32,134	(\$11,701)	
Payroll Taxes/Worker's Comp	\$40,480	\$35,491	(\$4,989)	
<b>SUBTOTAL Salaries &amp; Fringe</b>	<b>\$462,500</b>	<b>\$398,840</b>	<b>(\$63,660)</b>	Reduction in salaries and related expenses due to elimination of Director of Strategic Partnerships position in April 2015. New CEO hired at previous Executive Director salary level.
Professional Fees & Contracts	\$498,029	\$478,591	(\$19,438)	Decrease due to reduction in marketing-related professional services. Total includes Ambassador services contract (\$433,091), rent to CCJ (\$12,500), marketing support (\$10K), Downtown map and guide (\$10,000), advertising (\$5,500), design support (\$2,500), and event and promotion supplies such as kiosks, signage, tents (\$5,000). Not included: DVI contractually provides Ambassador services for Friends of Hemming Park effective October 1, 2014. This is not reflected in revenue/expense for DVI -- it's a pass through which nets out with the associated ambassador expenses.
Supplies/Equipment/Maintenance	\$19,808	\$19,646	(\$162)	
Telephone, IT, Postage & Subscriptions	\$18,864	\$18,343	(\$521)	Includes office supplies, copier, equipment, maintenance Includes IT (phone lease, internet, local and long distance) Postage (postage meter, postage, bulk mail, UPS and courier fees) and Subscriptions for local papers and downtown-related journals
Computers	\$15,120	\$17,022	\$1,902	
Insurance	\$11,250	\$6,500	(\$4,750)	Includes website management, software fees, email hosting and server maintenance; increase due to upgrades to internet and server technology Includes D&O liability, property, theft and event insurance. Reduction reflects significant cost savings from combining event coverage into general liability insurance.
Accounting/Banking Services	\$17,105	\$16,579	(\$526)	
Travel/Conferences/Meetings	\$17,035	\$19,030	\$1,995	Includes Board meetings, committee meetings, stakeholder meetings and annual conferences for staff plus Board member. Increase reflects additional conference for new CEO
Organization Dues	\$5,020	\$5,020	\$0	Includes memberships in Florida Redevelopment Association, JAXChamber, JCCI, Urban Land Institute, International Downtown Association and \$0 Rotary
Program Support	\$217,619	\$109,172	(\$108,447)	Reduction reflects cuts to events budget, marketing, administration and stakeholder support. Includes existing events such as Art Walk (\$75,000), beautification initiatives such as tree bed mulching and maintenance of 55 flower baskets (\$7,000), and information management research, reports and meetings on Downtown (\$7,000)
<b>SUBTOTAL EXPENDITURES</b>	<b>\$1,282,350</b>	<b>\$1,088,743</b>	<b>(\$193,607)</b>	
Strategic Plan Implementation	\$0	\$220,000	\$220,000	\$220K budgeted for FY 15/16 placemaking initiatives in two key activity nodes -- north and south bank Riverwalk activation and revitalization of The Elbow entertainment district. Implementation of new DVI strategic plan completed late 2014 for 'experience creator', dovetails directly with DIA CRA and BID plans and stated redevelopment goals
<b>TOTAL EXPENDITURES</b>	<b>\$1,282,350</b>	<b>\$1,308,743</b>	<b>\$28,393</b>	
<b>REVENUES</b>				
Private Commercial Properties - Assessed at 1.1 mils	\$684,405	\$720,000	\$35,595	Based on estimated increase in assessed value of properties in the Downtown Improvement District according to City Tax Assessor. This new total still reflects a 24% decline from pre-recession levels
JEA Payment for Services	\$25,000	\$25,000	\$0	
General Services Administration	\$12,938	\$13,785	\$827	GSA funding for Ambassador services
Payment for Services	\$2,000	\$67,520	\$65,520	
Interest Income	\$26,000	\$960	(\$25,040)	Anticipating continued low interest rates
Sponsorships/miscellaneous	\$750,343	\$827,245	\$76,902	
<b>SUBTOTAL REVENUES</b>				
City of Jacksonville	\$311,660	\$481,498	\$169,838	The new Duval County Courthouse increases the assessed value of City-owned properties in the Downtown district. DIA approved DVI's request for \$464,000 in FY 14/15 but City Council mandated zero increase. The proposed City contribution represents the same 1.1 mils assessed on other downtown property owners, using the assessed value of the city-owned properties
<b>TOTAL REVENUES</b>	<b>\$1,062,003</b>	<b>\$1,308,743</b>	<b>\$246,740</b>	
Gap Funded through Special Project Reserve	(\$220,347)	\$0	\$220,347	