

Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: John Ristow
Matt Loesch

SUBJECT: SEE BELOW

DATE: May 13, 2024

Approved



Date

5/22/24

COUNCIL DISTRICTS: 3, 6

**SUBJECT: DOWNTOWN SAN JOSE PROPERTY-BASED BUSINESS
IMPROVEMENT DISTRICT ANNUAL REPORT FOR FISCAL YEAR
2024-2025**

RECOMMENDATION

- a) Adopt a resolution:
- 1) Approving the Downtown San José Property-Based Improvement District Annual Report prepared by the Downtown San José Property Owners' Association for Fiscal Year 2024-2025, as filed or modified by City Council;
 - 2) Confirming the individual assessments as proposed by the Downtown San José Property Owners Association, or as modified by City Council; and
 - 3) Directing the Director of Public Works to deliver the assessment roll to the County of Santa Clara for collection with the property taxes.
- b) Approve an uncoded ordinance to approve the Downtown San José Property-Based Improvement District Annual Report for Fiscal Year 2024-2025, as filed or modified by the City Council, and to confirm and levy the individual assessments specified in the resolution.

SUMMARY AND OUTCOME

The Downtown San José Property-Based Improvement District (PBID) annual report describes the planned activities for the district for the upcoming fiscal year. The report also details how the assessment rate is calculated, the percentage increase in the assessment rate, and justification for the increase. An assessment increase of 3% on all parcels is recommended for the 2024-2025 fiscal year, along with an additional 2% increase on commercial and enterprise government

parcels, to fund/augment the beautification and street life services. Acceptance of the annual report ensures that there is no disruption of PBID services and allows the Department of Public Works to authorize the County of Santa Clara to continue collection of district assessments on the County of Santa Clara property tax rolls.

BACKGROUND

The PBID was originally approved by property owners and adopted by the City Council on August 7, 2007, for an initial five-year period to raise funds for enhanced services and improvements for the district above those provided by the City from generally available funds. The PBID was expanded and renewed on June 19, 2012, for a 10-year term which ended on December 31, 2022, and again on June 14, 2022 for a second 10-year term, which began January 1, 2023 and will run through December 31, 2032.

Since the enhanced services directly benefit individual parcels within the district rather than the City as a whole, the costs are assessed to these same parcels. The current voter-approved assessment formula provides for an annual rate increase not to exceed 5% for all parcels and an additional 5% on commercial and enterprise government parcels per year to keep pace with the Bay Area Consumer Price Index for all urban consumers and/or other changes in program costs.

ANALYSIS

As required by Part 7 of Division 18 of the California Streets and Highways Code “Property and Business Improvement District Law of 1994” for reporting, and in accordance with the agreement between the City and the San José Downtown Property Owners’ Association (POA), the San José Downtown POA submitted the *Downtown San José Property-Based Improvement District Annual Report for Fiscal Year 2024-25* (Annual Report) to the City Council, dated April 15, 2024. (**Attachment A**). This report will be on file in the City Clerk’s Office prior to the City Council meeting. The Annual Report contains the following information, which is consistent with the Engineer’s Report for the PBID:

1. Declaration of no material changes to the district;
2. Fiscal Year 2024-2025 improvements and activities;
3. Cost estimates for Fiscal Year 2024-2025 improvements and activities;
4. Method and basis of levying Fiscal Year 2024-2025 assessments;
5. Amount of surplus revenue to be carried over; and,
6. Non-assessment revenue.

Highlights of services that will be provided by the PBID in Fiscal Year 2024-2025 are outlined below.

Groundwerx Enhanced Cleaning Program: District priorities for the cleaning program will continue to focus on graffiti removal, debris removal, sidewalk sweeping, and sidewalk cleaning/stain removal. The program continues to be effective and popular with members, earning a 90% approval rating on the recent 2024 member survey. Since 2022, the renewed district features one benefit zone along an expanded downtown footprint that requires maintenance staff ranging from 25 – 28 full-time equivalent positions. PBID cleaning services are provided 20 hours each day.

Groundwerx Ambassador Program: Groundwerx ambassadors greet and provide valuable information to downtown pedestrians and work with partner agencies to connect the downtown homeless population to available resources. The Ambassador Program received an 88% approval rating from downtown property owners. The Downtown Property Owners Association is not proposing any significant changes to the Groundwerx Ambassador Program in Fiscal Year 2024-2025.

District Enhancements – Business Development and Enhanced Security Programs: In Fiscal Year 2023-2024, the Business Development Program focused on retention and assisted 100 small businesses on permitting issues, identifying available space, assessing the downtown market, and understanding relevant regulations. This service will continue in the upcoming year.

The Fiscal Year 2024-2025 PBID Budget (**Attachment B**) allocates \$200,000 in funding to continue the Enhanced Security program utilizing on-duty San José police officers to provide supplemental security within the district. This program is budgeted for 50 hours of weekly coverage with the PBID boosting a standard roster of 10 on-duty officers that can be utilized to staff each shift and with eight additional officers available to fill in as needed. The Enhanced Security program received an approval rating of 77% from property owners in the 2024 survey.

Street Tree and Enhanced Maintenance: The PBID will continue its Street Tree and Enhanced Maintenance services in Fiscal Year 2024-2025, which provide pruning of downtown street trees, replanting trees, and implementation of pest control measures to ensure a healthy downtown community forest. In 2024, the tree maintenance service received a 90% approval rating from downtown property owners and will focus its efforts in the upcoming year on trees contained in the expansion area. The PBID anticipates pruning approximately 700 – 800 trees in the next year.

Downtown Street Life Projects: The design, implementation, and on-going maintenance of street life activation projects is an important function of the PBID. These projects provide a direct benefit to the downtown area and will improve its image as a local destination. Completed Street Life projects received a 95% approval rating in the 2024 annual survey.

In Fiscal Year 2022-2023, the PBID produced a Comprehensive Lighting Plan for the downtown core that identifies a variety of lighting projects that range in size, scope, and cost. These projects are intended to attract more people to the downtown by making the streets more vibrant while

also providing pedestrians with heightened sense of comfort and security as they experience the wide range of downtown amenities. The Comprehensive Lighting Plan will be implemented over several years, with the PBID developing an initial pilot project for the upcoming fiscal year.

Murals have also been a big part of the PBID Street Life efforts previously and will continue to play a prominent role in the upcoming year. The PBID anticipates working with professional muralists, but will emphasize lower-cost, volunteer mural opportunities resulting from increased demand for community engagement and art focused activities for the district.

In addition to volunteer-led mural efforts, PBID Street Life program features other volunteer opportunities. The PBID is planning to host four to five volunteer opportunities for the community in the upcoming year. This includes “Street Clean Ups,” where an area outside the PBID is identified for litter abatement along the sidewalk and gutters. The PBID will also partner with the Guadalupe River Park Conservancy to host volunteers who will remove litter from parks, trails, and accessible waterways.

Social Impact Team: Homeless concerns still rank high on the PBID’s priorities as indicated by 81% of those completing the 2024 survey. The PBID has implemented a Social Impact Team to work with the downtown homeless population to ensure this population is connected to housing programs and services provided by the City of San José and County of Santa Clara. The Social Impact Team may employ up to five full-time equivalent positions, including a trained social worker and outreach case managers.

Proposed PBID Assessment for Fiscal Year 2024-2025

The San José Downtown POA Board of Directors recommends a 3% assessment increase on all parcels and an additional 2% on commercial and enterprise government parcels for Fiscal Year 2024-2025. The additional increase revenue will be allocated to a capital reserve account to fund/augment beautification and street life programs, including matching funds for leveraging capital improvement programs.

The San José Downtown POA estimates this assessment will generate approximately \$146,577 in additional revenue and the additional increase will generate approximately \$69,300 for the programs previously mentioned. Increased assessment funds will offset the costs associated with an adjusted living wage and for additional cleaning and maintenance coverage in the PBID areas.

The San José Downtown POA’s projected total maximum assessment levy net of fees for Fiscal Year 2024-2025, including some new development and assessments on City properties, will be approximately \$5,045,963. It is possible that less than this amount will be collected due to delinquencies, property transfers, and other non-payments. As a property owner within the district, the City’s assessment will be \$793,862.

In Fiscal Year 2024-2025, PBID funds distributed in March 2025 will consist of the second half of the Fiscal Year 2023-2024 assessment revenue, along with the baseline funds, and the first half of the Fiscal Year 2024-2025 assessment revenue that will include the assessment increase. The projected PBID budgeted revenue is reflected in Attachment B.

The City's annual baseline service contribution is \$476,972. Funds are included in the City's Fiscal Year 2024-2025 Proposed Operating Budget to provide a base level of cleaning in certain areas of downtown, such as SoFa (So. First Street area), San Pedro Square, along the Transit Mall, and Center for Performing Arts. Baseline services in these areas include emptying public trash cans, pressure washing, sidewalk cleaning, graffiti removal, and ambassador services. The City's additional services contribution for paseo maintenance and supplemental public trash can service in downtown parks is \$72,250 and the general benefit contribution is \$50,903 for Fiscal Year 2024-2025. The baseline service, additional services, and general benefit contributions are adjusted annually by the Consumer Price Index. The current PBID agreement commenced in January 2023 and covers a 10-year term that will end on December 31, 2032.

The PBID service area map (**Attachment C**) will be on file in the City Clerk's office prior to the June 4, 2024 City Council meeting.

EVALUATION AND FOLLOW-UP

The attached Annual Report by the San José Downtown POA sets the budget and proposed assessments for Fiscal Year 2024-2025 and is consistent with the approved PBID Management Plan/Engineer's Report. The current agreement between the City and the San José Downtown POA also requires the San José Downtown POA to submit an Annual Financial Report containing an independent Certified Public Accountant Review Report in October of each year after the close of the fiscal year.

COST SUMMARY/IMPLICATIONS

If the PBID Annual Report for Fiscal Year 2024-2025 is approved, the City assessment will be approximately \$793,862. In addition, the City, subject to appropriation of funds, would continue baseline funding for the PBID of \$476,972, additional services funding of \$72,250, and general benefit contribution of \$50,903. The funding for these items is included in the Fiscal Year 2024-2025 Proposed Operating Budget.

COORDINATION

This memorandum has been coordinated with the City Attorney's Office, the City Manager's Budget Office, and the Planning, Building, and Code Enforcement Department.

HONORABLE MAYOR AND CITY COUNCIL

May 13, 2024

Subject: Downtown San José Property-Based Business Improvement District Annual Report for Fiscal Year 2024-2025

Page 6

PUBLIC OUTREACH

This memorandum will be posted on the City's Council Agenda website for the June 4, 2024 City Council meeting. The PBID Annual Report and PBID Budget are filed in the City Clerk's Office for public review and will also be made available to the property owners within the districts upon request.

COMMISSION RECOMMENDATION AND INPUT

No commission recommendation or input is associated with this action.

CEQA

Categorically Exempt File No. ER23-096, Citywide Downtown Property Based Improvement District CEQA Guidelines Section 15301(c), Existing Facilities.

PUBLIC SUBSIDY REPORTING

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.

/s/

JOHN RISTOW
Director of Transportation

/s/

MATT LOESCH
Director of Public Works

For questions, please contact Eric Hon, Division Manager, Department of Transportation, at (408) 794-1987.

ATTACHMENTS:

- Attachment A- Downtown San José Property-Based Improvement District Annual Report for Fiscal Year 2024-25
- Attachment B – FY 2024-25 PBID Budget
- Attachment C - Service Area Map – Downtown San José Property-Based Business Improvement District



Downtown San Jose Property-Based Improvement District

Annual Report for Fiscal Year 2024-25 by the Downtown San Jose Property Owners' Association

April 15, 2024

1. Property-Based Improvement District

The Downtown San Jose Property-Based Improvement District (PBID) is a special benefit assessment district (District) that conveys special benefits to the properties located within the District boundaries. The PBID encompasses the core of the downtown area bounded approximately by Fourth Street and Seventh Street to the east, St. James, Devine and Julian streets to the north, Highway 87 and the SAP Center to the west and Market and First streets south to Reed Street. The PBID was renewed on June 14, 2022. The new term began on January 1, 2023 and runs through December 31, 2032.

2. Improvements and Activities to be provided in FY 2024-25

There are no significant service level changes for the Groundwerx cleaning program in fiscal year 2024-25. Service levels will continue to be consistent with the benchmarks identified in the PBID management plan, however, the daily deployment may vary slightly throughout the year to accommodate special events and other district needs.

The overall cleanliness of downtown remains the top priority for downtown property owners. In the 2024 member survey, 87 percent of respondents indicated that this was the most important downtown issue. Groundwerx will continue to proactively address graffiti, sidewalk debris and provide regular sidewalk cleaning/stain removal to ensure that downtown is maintained at the highest level. The Groundwerx cleaning program continues to impress members as evidenced by a 90 percent approval rating in the recent survey.

Downtown business and property owners also continue to see value in the Groundwerx ambassador program. Ambassadors received a 88 percent approval rating in the 2024 survey. Groundwerx ambassadors provide a wide range of services within the district such as disseminating downtown information to visitors, reporting issues to

property owners and serving as the “eyes and ears” of the district by reporting security issues. Ambassadors assist the clean team by abating small graffiti and reporting messes to their cleaning counterparts.

Results from the 2024 survey indicate that businesses and property owners remain concerned about the downtown homeless population with 81 percent of the respondents identifying working with homeless individuals and service providers as a priority. To address this concern, the PBID has established a Social Impact Team. Most members are still unfamiliar with the Social Impact Team, as service began in May 2023.

Street Life projects and downtown image enhancements continue to receive high marks from PBID members. An 95 percent approval rating was given to previous projects, and multiple PBID members and organizations outside the District have reached out to discuss potential Street Life collaborations in the near future. The PBID continues to apply for grants, seek private contributions and lean on established relationships to better leverage assessment funding to implement more projects.

In FY 24-25, SJDA will continue implementation of the Comprehensive Lighting Plan for the downtown core, a strategic and comprehensive community lighting plan that creates more vibrant streets and provides a greater sense of security for pedestrians at night. The Comprehensive Lighting Plan will be implemented over the course of several years, and is anticipated to begin with a pilot project of diffused lighting fixtures and illuminated sculptures in collaboration with San Jose artists. These installations will range from long term capital projects to smaller scale lighting interventions to improve the pedestrian nighttime experience. PBID staff will seek partnership and collaboration from property owners, City staff, stakeholders, artists, and others for each installation and intervention.

Planning is currently underway for a comprehensive Street Life project along Santa Clara Street, from Market to 5th Street. A committee composed of SJDA and PBID board members, community members and property owners are meeting in the current fiscal year to determine the full scope of the project. Possible projects include: enhanced lighting on street trees, painting facades along the corridor, storefront activation. Once the details of the project are solidified, a significant amount of funding will need to be raised to cover the costs of the full project.

The Street Life Program will continue beautifying spaces downtown with murals, both large and small scale. This includes professional murals as well as volunteer powered murals in collaboration with local artists. The PBID team is especially focused on expanding low-cost volunteer mural opportunities due to increased demand for community engagement and arts focused activities from local residents and employees.

The PBID’s volunteer program, volunteer-powered beautification, will continue in FY 24-25. Three different types of volunteer efforts are offered: street clean ups, trail clean ups, mural and planter paintings. Volunteers are recruited via social media, website, direct promotion, town halls, Eventbrite, and VolunteerMatch.

Street clean ups: PBID staff chooses an area outside the district for volunteers to collect litter. Volunteers focus on the sidewalk and gutters. PBID staff provides water, snacks, instruction and supplies.

Trail clean ups: PBID staff co-host a trail and park clean up with Guadalupe River Park Conservancy (GRPC). Volunteers focus on collecting litter in the park, trail, and occasionally in the creek. PBID staff provides water and snacks, while GRPC provides supplies and instruction.

In FY 24-25, PBID staff plan on hosting 4-5 volunteer opportunities for the community. PBID staff will be partnering with neighboring council district offices, neighboring academic institutions, and residential organizations

to promote the event. These events will include trail clean ups, mural painting events, and other street life opportunities.

The PBID’s street tree and enhanced maintenance (minor public space repairs) services will continue in the new fiscal year. The PBID street tree program was implemented in 2010 and remains a popular service with property owners (89.9 percent approval in 2024). In the upcoming FY 24-25, the PBID will assess the needs of the District with emphasis on the expansion areas. The tree pruning schedule will maintain an estimated 700-800 trees and ungirdling work will be ongoing as needed. The PBID will continue to provide supplemental pruning, implement disease control measures, monitor conditions at the base of the trees and replant or plant new trees to ensure a healthy street tree canopy.

The PBID will continue its District Enhancements, which includes the Business Development program and Enhanced Security. The Business Development Manager and Community Engagement Manager work closely with the City’s Planning Department and Office of Economic Development to assist business and property owners in the permitting and development process. Year to date in FY 2023-24, the PBID has assisted 100 small businesses in varying stages of permitting, identifying space, assessing the downtown market and understanding relevant regulations.

The PBID has budgeted for a five-day a week Enhanced Security program that provides 50 hours of weekly deployment hiring off-duty San Jose police officers. At this time, the PBID has ten on-duty officers to staff each shift, with eight alternate officers. For FY 2024-25, the budget for this program is \$200,000.

The Downtown San Jose Property Owners’ Association (SJPOA) Board of Directors recommends an assessment increase of three percent for FY 2024-25 to keep pace with projected service cost increases, such as the City of San Jose’s mandated living wage requirement. Additionally, the SJPOA is requesting an additional two percent increase for all Commercial and Enterprise Government parcels for FY 2024-25 to provide additional funding for street life and beautification projects, as laid out in the District’s Management Plan.

With the renewal of the District, the PBID board moved forward with retaining the Community Engagement Manager (CEM) role for the duration of the new District. The new CEM's area of operation has placed a special emphasis on highlighting and promoting the many small businesses in Downtown San José.

District assessment revenue is projected to increase by \$205,877. In the wake of the COVID-19 pandemic and slow return of office workers, the demand for PBID services remains high including: higher demand for Groundwerx, small business support and business development services, as many retail businesses are likely to need direct assistance. Street life projects will also be in demand, from activating vacant storefronts to enhanced and decorative lighting, projects that draw people into the District will be needed more than ever.

The table below reflects clean team and ambassador services for FY 2024-25, as well as the proposed service output in the District Management Plan (Management Plan).

Clean	Management Plan	Proposed FY 24-25
Maintenance F.T.E.	25 to 28	25 to 28
Average weekly coverage	7 days	7 days

Pan & Broom, Litter Removal/All-Terrain Litter Vacuum/Machine Sweeping/Transit Stop Maintenance *	20 hours/day	20 hours/day
Steam Cleaning/Pressure Wash	Six to Twelve times per year	Six to Twelve times per year
Graffiti Reporting/Cleaning	Daily as Needed	Daily as Needed
Light Landscape/Weeds	As Needed	As Needed
SWAT Patrol or “emergency cleaning”	As Needed	As Needed
Tree Maintenance	Approx ¼ of street trees/year	Approx ¼ of street trees/year
Safe (Information and Safety Ambassadors)		
Ambassadors F.T.E.**	9-14	9-14
Coverage in all areas	24-32 hours	24-32 hours
Social Impact Team F.T.E.	Approx 5	4
Outreach	Not quantified	16-22 hours/day

*For FY 24-25 this includes one full time painter to mitigate graffiti within the PBID.

**Under the current service deployment model there are 9 regular ambassadors. This number may vary as a result of changes in District needs. The implementation of new programs could also potentially impact the FTE range for ambassadors.

PBID administrative costs account for up to 11.36 percent of revenue received, as approved by the POA Board of Directors and reflected in the Management Plan. Administrative costs include one full time Operations Manager, additional support staff from the San Jose Downtown Association, office supplies, postage, professional services and other miscellaneous costs.

3. Estimate of Costs for Improvements and Activities in FY 2024-25

The estimated total cost for improvements and activities for FY 2024-25 is \$6,756,993.

The table below summarizes the total estimated costs for providing the services to meet the needs of the District in FY 2024-25:

Improvements & Activities	Estimated costs
Cleaning	\$2,189,550

Information/Safety Ambassadors	\$1,341,982
Social Impact Team	\$423,463
Image Enhancements (Street Life/Beautification)/Tree Maintenance/Enhanced Maintenance	\$1,557,000
Business Development and Community Engagement	\$210,000
Enhanced Security (SJPD Secondary Employment)	\$200,000
District Enhancements (Supplies, transit mall clock)	\$58,000
Administration	\$676,998
Fee for Service Contracts	\$50,000
Communications	\$50,000
TOTAL	\$6,756,993

Revenue Source	Projected Revenue
Assessments	\$5,045,963
City of San Jose Baseline Funding	\$476,972
Other Contracts/Miscellaneous	\$899,265
TOTAL	\$6,422,201

The attached proposed District budget provides detailed estimates of revenues and expenses, including use of beginning fund balance.

4. Method and Basis of Levying FY 2024-25 Assessments

The methodology for levying District assessments will remain the same for FY 2024-25. Service benefits are distributed to the lot and building square footage through a “cost allocation” approach – the costs of specific services are allocated to the assessment variables that benefit most from services.

The sum of lot and building square footage are the primary assessment variables for cleaning, ambassador and beautification/image enhancement costs. Benefits from all District activities are designed to improve ease of use, image, occupancy, and sales and are distributed to all properties and those using and occupying those buildings. The inclusion of lot square footage in the calculation acknowledges the greater benefits of these services to the ground level of property. With the renewed District, the distinction between premium and basic levels of clean and safe services has been discontinued.

The table below reflects proposed assessment increases for the FY 2024-25: a three percent increase for Residential, Government-Traditional and Non-Commercial parcels, and a five percent total increase for Commercial and Enterprise Government parcels.

Area	Per square foot of Lot FY 2024-25	Per square foot of Building FY 2024-25
Commercial, Enterprise Government	\$ 0.143407	\$ 0.143407
Residential, Traditional Gov't, Other Non-Commercial (image enhancement assessment not included)	\$ 0.11378	\$ 0.11378

5. Amount of Surplus Revenue to be carried over from previous fiscal year

The PBID will carry over a projected fund balance of \$1,187,982. This is due in large part to anticipating an earlier start to the Social Impact team. Since the assessment dollars are released twice annually, the PBID must carry a fund balance to cover its operating expenses. The PBID receives a two percent discount by paying Block by Block, its primary Groundwerx service provider, on a quarterly schedule. Each FY 2024-25 quarterly installment is approximately \$869,835.

The carry over may also be used to fund unanticipated program costs, such as new Downtown Street Life projects and other District enhancements. Additional dollars from the fund balance may also be needed to cover expenses such as repair or replacement of equipment.

6. Contributions from non-assessment revenue

The City of San Jose will contribute baseline service funding in the amount of approximately \$476,972 for FY 2024-25. With the renewed District, the City of San Jose will also contribute \$50,903 for to cover half of the estimated general benefit created by the District, and \$72,250 for portering services along Paseo de San Antonio and public litter can maintenance in the following downtown parks: Plaza de Cesar Chavez, Children's Discovery Meadow, Arena Green East, Arena Green West and Confluence Point. Each of these contributions represent a 3.666% CPI increase for FY 24-25, as determined by the Department of Public Works.

Smaller scale fee for service work on private property on a regular and as-needed basis makes up a small portion of the fee for service work the PBID currently provides.

To ensure the success of the District's Santa Clara Corridor street life project, the SJPOA Board has committed to raising \$475,000 from property owners and private philanthropy. The Board is also pursuing a one-time contract with the Office of Economic Development for additional funds to cover the cost of the project. At this time, that contract has not been finalized.

SJDA will enter Year 4 of the Beautiful Tableau Grant in FY 24-25. This grant from the Knight Foundation bolsters new and existing services of the SJDA including PBID Street Life projects, marketing efforts, accounting systems, and pilot lighting projects recommended by the Comprehensive Lighting Plan. The Beautiful Tableau grant distributes \$994,500 over a 5 year transition period for Downtown San Jose in an effort to recover from the effects of COVID-19.

FY 2024-25 PBID Budget

1	3/19/24	FY 24-25
1	3/19/24	FY 24-25
2		Approved
3		Budget
4	REVENUE	
5		
6	Assessments	
7	Assessments - thru SCC	4,046,390
8	less assessment charges SCC	(40,464)
9	Assessments - exempt thru SJ	1,055,365
10	less assessment charges SJ	(20,000)
11	Assessment - thru PBID	4,672
12		
13	Net Assessments	5,045,963
14		
15	City baseline	476,972
	General Benefit	50,904
	Paseo/Parks Maintenance	72,251
16	Contracts	50,000
17	Street Life Investors	726,000
18	Miscellaneous & Interest	110
19		
20	TOTAL REVENUE	6,422,201
21		
22	EXPENSES	
23		
24	CLEAN TEAMS	
25	Contract service	1,692,926
26	Contract baseline	496,624
27	Subtotal	2,189,550
28		
29	SAFETY AMBASSADOR TEAMS	
30	Contract Service	1,341,982
31	Subtotal	1,341,982
32		
33	Total GW Contract	3,531,532
34		
35	IMAGE ENHANCEMENTS	
36	Street Life Plan Projects	1,100,000
37	Maintenance completed projects	277,000
38	Enhanced Maintenance	40,000
39	Street Tree maintenance	140,000
40	Subtotal	1,557,000
41		
42	DISTRICT ENHANCEMENTS	
43	Business development program	150,000
44	Secondary Employment Unit	200,000
45	Fee for Service Contracts	50,000
46	Community Engagement	60,000
47	Social Impact Team	423,463
48	Communications	50,000
49	Miscellaneous	58,000
50	Subtotal	991,463
51		
52	ADMINISTRATION	
53	SJDA Management	706,442
54	Insurance	8,000
55	Professional Services	17,000
56	Office Supplies	7,000
58	Misc	6,200
59	less 2% prepay contracts	(70,631)
60	Subtotal	674,012
61		
62	TOTAL EXPENSES	6,754,007
63	REVENUE NET OF EXPENSES	(331,806)
64		
65		
66	Beginning Fund Balance	1,187,982
67		
68	Projected Ending Fund Balance	856,176

