

## 2022 BUDGET MESSAGE

### 2022 PRELIM. BUDGET

#### 8.25.2021 Certification of Valuation by Arapahoe County Assessor

#### HAVANA BUSINESS IMPROVEMENT DISTRICT

##### **DISTRICT SERVICES:**

The Havana Business Improvement District (the District) d.b.a. On Havana Street, is a special global business district (Colorado Revised Statutes 31-25-1203) in Aurora/Arapahoe County Colorado created in 2007 by business and neighborhood leaders and Aurora city staff working together to build a stronger and better community. The District actively engages, manages and promotes On Havana Street as a global business corridor and a premier destination for shopping, dining, living, working and visiting. The District works in alliance with business and community partnerships to develop and implement programs that will strengthen the physical and economic vitality of On Havana Street and empower our 209 District properties, 20+ shopping centers and 2,100 diverse business stakeholders.

The District provides programming and benefits to business and commercial property owners located in the District boundaries for 4.3-miles from 6<sup>th</sup> Avenue to Dartmouth Avenue in Aurora, Colorado, Arapahoe County. Programming includes economic development activities such as keeping an available properties list for the District, working with the city on redevelopment projects and urban renewal opportunities within the District, regular stakeholder communication, hosting monthly meetings to keep everyone informed, and being the liaison between the District, its businesses, the City of Aurora and other public and private partnerships. Programming also includes business advocacy, district identity/corridor image improvements, the biennial public art program, marketing, advertising, and branding efforts for the corridor. The District organizes and hosts monthly events and promotions to stimulate a sense of community and involvement, publishes a monthly e-newsletter, markets/advertises the District and supports monthly promotions through social media, digital/print ads, TV and hotel key card marketing. The District is a diverse and premier destination through day-to-day maintenance and operations, annual local and tourism marketing and advertising, merchant outreach, signature events and other initiatives.

In addition to the promotion of the District and its businesses in the corridor the District provides advocacy, communication, connections to opportunities, resources, and relief funding during the Covid-19 recovery. In 2022, we will continue to host a hybrid of in-person and virtual events. We will continue to collaborate with diverse industries in the District, non-profits, and the many community partners. Our focus will be on stimulating the economy and supporting our businesses in every way possible through the Covid-19 pandemic. Our programming will switch from promoting large community gathering events to advocacy and workforce development/training workshops, and outreach efforts to help understand the changing regulations and mandates. We will continue lobbying for resources and support services for our business community and connecting our stakeholders to city, state, federal, public health, and community leaders that can impact change during the uncertain times of Covid-19.

##### **BASIS OF ACCOUNTING:**

The basis of accounting utilized in the preparation of the 2022 budget for the District is a **cash basis** method. The District's 2022 budget includes projected revenues and expenditures for its general operating fund. The District has no debt service fund, capital projects fund, or any other fund.

##### **IMPORTANT FEATURES OF THE BUDGET:**

The 2022 budget and mill levies do not result in a violation of any applicable property tax or fiscal year spending limitations. Emergency reserves have been provided in 2022 (3% of the District's fiscal year spending per TABOR).

**\*2022 Preliminary Budget:** This preliminary budget was created using the preliminary 2022's AV received on August 25, 2021. The final 2022's AV assessments will not be received until late November 2021 from Arapahoe County. Due to Covid-19 challenges and receiving the Certification of Assess Valuations in the beginning of September 2021, the City of Aurora allowed for an extension to present the preliminary 2022 budget to the City of Aurora's Management and Finance.

\*Approximately \$583,477 in 2022 is to be raised through a 4.5 mill levy based upon the assessed value of real commercial property which includes the "current year's net total taxable assessed valuation" from page 2, line 4 of the [Certification of Valuation document from Arapahoe County dated August 25, 2021](#) AV's (\$111,355,880 x.0045) = \$501,101, plus the preliminary 2022 URA property tax increment from page 2, line 3 of the [Certification of Valuation document from Arapahoe County dated August 25, 2021](#) ("total TIF area increment" - URA Property Tax Increment (\$18,305,712 x .0045) = \$82,376 as well as an estimated \$40,088 in specific ownership tax.

Please see the attached \*preliminary 2022 budget on page 14.

After this report was submitted to the City of Aurora for the Manage & Finance Committee, City Council Study Session and regular City Council Meeting the District will receive the Final AV's for 2022 in late November 2021. The final AV's for 2022 will be received and added to this document to submit to Arapahoe County and the State of Colorado by 12/15/2021.

#### **GENERAL OPERATING EXPENDITURES:**

1. **Marketing Budget Expenditures - \$157,000:** Paid out of the District's General Fund, the Marketing budget includes both business attraction and support accounting **code 65040** and consumer marketing accounting **code 65050**. Consumer marketing includes all TV, digital and print marketing for the Havana Motor Mile, our monthly events, and promotions, and as well as the Havana Motor Mile Tool Incentive Workforce program (see more below).

In 2021, the board reserved our funds and decreased the pre-pandemic budget of 2020 at \$180,000 to \$124,000 to prepare for the possible deficit in revenues for future years due to the Covid-19 pandemic. We expected our AV's, Accessed Valuations, for the District to decline from 2021 and on due to the pandemic and closures of businesses. However, our AV's for the District increased despite the pandemic challenges of the corridor. Therefore in 2022, the District felt that it was important to continue the marketing and return the event's budget back to the 2019 pre-pandemic budget at \$157,000. This is \$56,000 more than the 2020 budget and \$33,000 more than 2019 pre-pandemic budget in hopes to do more marketing of the corridor during recovery efforts and host in-person/hybrid events that attract shoppers and investments to the District.

**Havana Motor Mile Workforce Program - \$20,000:** In addition, The District wanted to continue the automotive technician tool incentive workforce program and increased this allocation \$1,000 from \$19,000 to \$20,000 to account for the increased costs in shipping the tools and tool chests. We budgeted for \$20,000 for the tool incentive workforce program and will continue to allocate \$137,000 to the Havana Motor Mile marketing budget.

The tool incentive workforce program is vital to the Havana Motor Mile. Our District's automotive workforce values this program and especially needs this support during the Covid-19 recovery. We want to stimulate the economy and create jobs in our corridor for our 20+ auto dealerships and 100+ auto service and parts businesses in the District. The auto industry is in constant need for automotive technician jobs. Due to the success of the workforce program, the District will set aside \$20,000 out of the General Fund for scholarships to attract qualified auto technicians to come to work in the dealerships and repair shops on the Havana Motor Mile. The Havana Motor Mile is challenged with finding quality workforce and this program's success has helped our auto industry stakeholders immensely.

**Background on the Tool Workforce Program:** The service managers in the Havana Motor Mile worked with the instructors at Pickens Technical College to place qualified auto technicians who successfully completed the Pickens's auto technician program. The \$20,000 will allow the District to sponsor the students to be hired/placed in Havana Motor Mile shops or dealerships. One of the requirements to work in the auto industry is that auto technicians need to provide their own set of tools on the job. Most students cannot afford to purchase their own set of tools right out of school. The number of students sponsored by our program depends on the cost of the tool cabinets and tools every year. Typically, through a collaborative partnership with Pickens Technical College, Gary's Automotive Repair, and Snap-On Tools; the District's receives each set of tools and the tool cabinet for each student from Snap-On at cost – about \$3,000+ each. The cost of the tool package changes yearly due to the increased costs of tools every year and shipping.

With the successful completion of 2 years of employment on the Havana Motor Mile, the student is awarded the ownership of the tool package. If the student leaves the job placement before the completion of the 2 years of employment on the Havana Motor Mile, then the tools go back to Pickens Tech to be awarded to a future student who accepts a job on the Havana Motor Mile. There is a severe shortage of qualified auto technicians in the metro area, and we are hoping that this tool incentive program will continue to attract and retain qualified technicians to work in our dealerships and shops. 2021 was the 3<sup>rd</sup> year that the program delivered the ownership keys to each student that completed the 2-year employment and commitment to the Havana Motor Mile. **Due to the huge success of this tool incentive program, we have budgeted \$20,000 in the 2022 budget for at least six students to be awarded the tool incentive packages and job placements at Havana Motor Mile businesses.**

The Havana Motor Mile marketing budget was increased to \$137,000 vs \$105,000 in 2021. We understand that even though we need to reserve funds for future recovery efforts of Covid-19 challenges, the marketing of the corridor's Havana Motor Mile is vital to our branding and support of the automotive industry stakeholders. The \$137,000 is contracted through Fox Media and Marketing who has assisted the District in purchasing and negotiating contracts for media productions, creative content and commercials to promote the corridor. We create commercials for 9NEWS platforms and host digital campaigns throughout the year promoting our Havana Motor Mile, retail, and restaurants. The Havana Motor Mile and its stakeholders are huge part of The District's identity and success. We want to continue to market our Havana Motor Mile and On Havana Street stakeholders as the destination for all your auto needs and more.

2. **Special Events Budget Expenditures - \$125,000:** Paid out of the District's General Fund, the special events budget includes all print ads, event related printing and flyers, entertainment expenses, prizes associated with event drawings, porta potties, trash removal, temporary events staffing, and other event expenses like signage, stages, barricades, cones, etc. The special events heading includes accounting codes **47430, 47440, 47450, 47460, 47470, 47490 and 47400. The \$125,000 accounts for \$75,000 for events and \$50,000 for marketing of the events and the District.**

The District board and executive director reviewed the 2022 events budget and decided to add additional events to support the on-going Havana Street Corridor Multi-Modal Study, Covid-19 recovery efforts, and promote more business development and outreach with stakeholders through networking events and other relationship building opportunities with community leaders and partners. On Havana Street wants to support our stakeholders by helping them foster and strengthen their relationships with one another and local government. In 2022, the District replaced large gathering signature events with updated virtual/hybrid events due to the uncertainty of gathering sizes in 2022.

Through community events and networking, the District wants to connect key stakeholders, residents, employees, and local organizations together for cross-promotional opportunities. We will host more opportunities to help distribute resources and programming. We have worked hard to strengthen our

community partnerships and communication to ensure On Havana Street and its stakeholders are represented in decisions that could impact the business environment.

**The Special Events budget will increase from \$61,000 in 2021 to \$125,000 in 2022.** In 2022, we will spend \$50,000 on event and promotions with over 15+ local and diverse publications and \$75,000 on events. We will be exploring other avenues for marketing exposure and increase our presence in publications that reflect more of the diversity of the District's stakeholders and community. We will also host more virtual events and other promotions online to attract shoppers safely to the area. We plan to host gatherings in early 2022 with limited capacity limits and large gatherings in late 2022 as they are permitted by the state and health department. Many of our past signature events in the District drew audiences from 50 to 10,000 attendees. Unfortunately, with the uncertainty of Covid-19, the board and executive director decided it would be best to host virtual/hybrid smaller events until public health mandates allow large gatherings safely without the concern of a Covid-19 outbreak.

**NEW allocations for 2022 Events:** The District will continue to support stakeholder hosted events and promotions and existing events in the corridor. We are hoping the events come back in 2022 and budgeted for many smaller gathering events with limited capacity limits with more networking for stakeholders. The District budgeted to host holiday themed events, a marketing event campaign with community partners like Buckley Space Force, two concerts in late 2022, and many giveaways to promote the businesses and "things to do" in the corridor.

Due to the uncertainty of the Covid-19 recovery the District also budgeted \$4,000 for other community events that stakeholders valued in 2021. Some the recovery events the District budgeted for include: business recovery and outreach events, workshops, public meeting discussions, and business round tables with elected officials, city and county management and leadership. This budget will also allow the District to support other community events in the corridor like a festival at The Stampede or Minimum Wage Discussion and Forum with business leaders and stakeholders. The District also budgeted \$5,000 for any Covid-19 Recovery related events to support the stakeholders. For example, the District can help to host community and workforce vaccine clinics, testing centers, booster vaccine clinics, food drives, grant forums/workshops, outreach and round tables on the Covid-19 pandemic recovery programming. The District also felt it was important to budget \$5,000 to support workforce related events to support our stakeholders with hiring efforts, job fairs and more workforce training programming. This budget may also allow for the District to partner with local workforce centers to host a job fair for companies hiring On Havana Street. Lastly, we added a budget for \$1,000 for On Havana Street giveaways, prizes, and promotions for the BID businesses at community events or BID business hosted events. In 2022, we expect to support over 15 new business grand openings and redevelopments in the corridor. For example: If a new stakeholder opens in the District, then the District could host a small gift card giveaway or share promotions at their grand openings and ribbon cuttings. During the Covid-19 recovery the District hosted giveaways to promote new openings or promotions online and on social media. We received lots of engagement and would like to continue these marketing efforts in 2022.

**"We Made It to 2022" Stakeholder Networking:** In 2022, we budgeted \$2,500 a "Happy New Year!" Networking event to celebrate 2022 with our stakeholders in hopes gathering in groups will be permitted in the beginning of 2022. The District added this event because we wanted to celebrate our many stakeholders that made it through the roller coaster of 2020-2021. The District board also added this celebration because stakeholders shared that they wanted more opportunities to connect and network with other stakeholders. The District's board felt it would be a great start to the new year to host a networking event at an On Havana Street restaurant. If there are limited party sizes for restaurants in early 2022, then the District plans to host multiple smaller networking groups at an On Havana Street restaurant with Board members.

**Rock it Sock it Event with APD & MHBH – Marketing & Fundraiser Support:** In January-February 2022, the District will continue to support our community partners Aurora Police Department On Havana Street PAR officers and Mile High Behavioral Health/ARDC/Comitis Crisis Center and help to host donation collection boxes

at stakeholder locations in the corridor for the Rock it Sock it fundraiser and sock drive. The District supports the stakeholders participating in the sock drive, helps to promote and market the sock drive, and volunteers at the hygiene kit assembly event.

- **February GIVEAWAY - \$600:** In February 2022, the District will continue to host a Date Night On Havana Street Giveaway. In 2021, we had about 300 entries to the online giveaway and increased our newsletter subscriptions and social media traffic was up 217.39%.
  - Facebook up 53.66% driving 43.15% of social media traffic
  - Instagram Stories up 4,800%, driving 33.56% of social media traffic
  - Instagram up 1,300%, driving 19.18% of social media traffic

Due to 2021's success, the District felt it would be valuable to continue in 2022. This event will be in collaboration with our marketing and social media campaigns with local partners. We will do online and social media promotions showcasing date night spots and highlights in the corridor. The Board allocated \$600 to cover the expense of the giveaway and social media promotions of the giveaway. The giveaway package will include \$500 in gift cards to a dinner at an On Havana Street restaurant, spa, manicure/pedicure nail spa, barber shop, small business retail shops, a dessert business, and a local florist. The other \$100 will be spent on the gift basket and social media boosts for the giveaway. We will also highlight great places to shop for Valentine's gifts in the corridor. We plan to feature On Havana Street favorites like Colpar HobbyTown USA, Lucy's Flowers & Designs, Fascinations, Heirloom Antiques, the 100+ diverse restaurants, Massage Envy, and the Havana Spa & Sauna. We will also advertise this giveaway with ongoing Valentine's Day promotions, discounts, and marketing the promotions our stakeholders.

**Celebrate Small Businesses On Havana Street Month - \$2,000:** In March 2022, we budgeted \$2,000 to continue to host the Celebrate Small Businesses On Havana Street. This month-long promotion allows the District to post blogs, newsletters, social media, and ads highlighting small businesses in the District. With the \$2,000 we budgeted \$500 for a \$500 Support Small Business Giveaway online. We will purchase gift cards from small businesses in the corridor and highlight their services or products in the giveaway's marketing. We did host this giveaway in March 2020 & 2021 during the Covid-19 pandemic state-wide Stay at Home Order and during restaurant seating limitations. The campaign saw a significant increase of 41% in traffic to our website and over 200 actively participated in the giveaway. For 2022, in addition to the giveaway we budgeted \$300 to host a small gathering of less than 30 businesses at Snowl or other boba shops for the "Boba & Business Networking" event. At this event we will have resources and local partners that support small business development and growth. We were not able to host the event in 2020 & 2021, but in 2019 we had a great response from our small businesses and many requested small group networking to build better relations with their fellow stakeholders in the area. Due to Covid-19 statewide restrictions in March 2021, we were not able to host our blogger and influencer dinner with our board. However, in 2022 we budgeted \$1,000 to allow for the District to host a dinner with media, local influencers and bloggers to promote and network with our small businesses in our corridor. Many of the media publications, bloggers and influencers create content, write articles, blogs and provide high quality photography and video to our small businesses at an affordable cost and often for FREE. After engaging with local influencers, we found an increase in traffic to our social media, website, newsletter, and press. Also, the board has asked to be a part of the small business celebrations and wanted to host a small gathering with the 9 board members and about 10 media or influencers. They felt it would be a great opportunity for board bonding and community networking while supporting our small businesses On Havana Street.

**Eat On Havana Street - \$7,000:** In May 2022, we budgeted \$7,000 for the "Eat On Havana Street" event. We will host giveaways online/social media and collaborate with partners to promote our 100+ restaurants, 20+ international markets with over 30 international cuisines in the corridor. We increased the Eat On Havana Street budget from \$5,000 in 2021 to \$7,000 to allow for a \$500 giveaway and plan to host multiple dining events with local food bloggers and influencers to support the restaurant promotions for dine-in, takeout, delivery or pick up incentives during the week of the event. We will be partnering with the Colorado Restaurant Association, Colorado Korean Restaurant Association, the City of Aurora's Aurora TV, the re-branded Yum Guide, Colorado

YELP, Denver Eater, Dining Out Colorado, Westword, local Chambers, Visit Aurora, local food bloggers, local hotels in the metro area, retirement communities, residential complexes and neighborhoods and the community colleges in the Eastern Metro Area.

**June 2022 Stakeholder Networking Events \$2,500:** The District added budgets for BID stakeholder networking for golf foursomes (\$2,000) and a board and stakeholder networking lunch (\$500). The Common Ground Golf Course in the corridor is working to redevelop and relocate the Colorado Golf Association from Greenwood Village to Aurora On Havana Street. The BID stakeholders expressed that they would enjoy networking at the nearby golf course with fellow board members and BID stakeholders. The District added the budget for the golf networking in hopes to host local leadership, city council, board members and BID stakeholders for a round of golf and/or “Breakfast Before Hours” or “Coffee with a Cop” at the course. The June 2022 lunch networking is something the District wanted to add in the mix of networking opportunities. In 2021, the District hosted monthly small lunches with board members and many loved the opportunity to network more with their fellow business stakeholders in the corridor. We learned that our diverse stakeholders prefer small group networking events.

**National Ice Cream Day Giveaway - \$600:** On Havana Street celebrates National Ice Cream Day annually and hosts a \$500 Frozen Treats Giveaway on our social media platforms to highlight the many frozen treats businesses in our corridor. We also budgeted \$100 to host social media boosts and promotions with the giveaway. We will attract families into the District and have them explore the many options for ice cream, frozen yogurt, and frozen custard shops on their own. This giveaway replaces the many summer events we would typically host for the National Ice Cream Day. In the past we hosted an ice cream social at one of the concerts, a Yappy Hour with GoodTimes Pawbenders at Petco, and the Progressive Frozen Treats event where about 1,000 families would visit 7-8 frozen treats shops in the corridor in 4 hours. Due to Covid-19 uncertainty in the summer of 2022, the District decided it was best to continue the event in a giveaway format. The District hosted this giveaway in 2020 and 2021 and had an outstanding increase in website and social media traffic. We had over 300 entries and increased our newsletter signups to 4,400 emails in 2021.

**June to July 2022 Summer Eat On Havana Street Giveaway - \$600:** Due to Covid-19 the District hosted this \$500 giveaway during the summer months to drive traffic to the website and social media platforms. The \$600 allocated to this giveaway will purchase \$500 of an assortment of gift cards from local BID businesses and \$100 for a social media boost. The board felt it was a good strategy to continue this promotion in 2022 and promote the local shops, restaurants, and summer happenings.

**Optional Event Pending Stakeholder Participation: July to September 2022 – the District budgeted \$1,500 to support a Fitness or Wellness event On Havana Street.** Some stakeholders suggested that the BID could support stakeholders that host a series of summer fitness events. Some of the suggested events included: group fitness classes in the shopping centers, yoga and meditation at Babi Yarr Memorial or nearby corridor parks, Barre Fitness at Infiniti of Denver, group biking, golfing, dance lessons at stakeholder businesses, etc.

**Havana Motor Mile Summer Promotion Event - \$5,000:** In August 2022, the District budgeted \$5,000 for a Havana Motor Mile themed event that would support and promote our automotive stakeholders. The event details are not determined yet. However, the board would like to host a giveaway and host a social media campaign. There was discussion on hosting a giveaway to highlight our auto dealers, services, and parts businesses in the corridor. The \$1,000 giveaway would ask participants to like and follow all 20+ auto dealers and comment on the post, “Where would they spend the \$1,000 On Havana Street?” Many of the auto dealers expressed wanting more presence and engagement on social media. This giveaway could allow for more followers and likes on Havana Motor Mile business pages. In addition to promoting Havana Motor Mile businesses, we plan to collaborate with the auto stakeholders on their summer events and auto sale promotions. We plan to use the monies in this budget to support the existing events in the Havana Motor Mile

during the summer months. This budget can also be used to work with our media partners to do commercials highlighting our Havana Motor Mile businesses.

In 2021, the District supported the dealerships summer sales and new 2022 car showcases and previews. Many of the dealerships and shops scaled back their summer events and limited capacity limits due to Covid-19 restrictions. We hope in 2022, summer auto sales and promotions of the 2023 new models will be back and that the District will be able to support our stakeholders with this allocated budget.

The Havana Motor Mile themed budgeted event will replace the Cruzin' Havana Classic Car Show and Poker Run event for 2022. Unfortunately, due to Covid-19 challenges, public health orders, permitting, property owner permissions, vulnerable volunteers, and the logistics of hosting large gathering events; the District's board did not approve the budget for Cruzin' Havana in 2022.

**August 2022 Stakeholder Networking Events - \$2,500:** The District added budgets for BID stakeholder networking for golf foursomes (\$2,000) and a board and stakeholder networking lunch (\$500) like the June 2022 networking. In 2021, the District hosted small lunch meetings with board members and other community partners and many loved the opportunity to network in the corridor.

**Late 2022 Concerts at The Stampede - \$11,000:** In 2022, we will not host any community concerts in the rose garden during the summer months of June, July, & August, but budgeted for two concerts at \$5,500 each at the Stampede in late September & October. The \$5,500 is budgeted to cover the costs of the venue, equipment rentals, AV equipment, band/entertainment costs, giveaways during intermission, PPE, Covid-19 safety related signage, online registrations costs and other event related expenses. In 2020 & 2021 we experienced challenges with contracts and rescheduled dates due to the uncertainty of the Covid-19 pandemic and local, state, and federal mandates or restrictions. Typically, prior to Covid-19, we hosted four concerts a year in the corridor. However, due to limitations for large gathering indoors, masking requirements and proof of vaccination challenges the board decided to only budget for two concerts in 2022 in hopes that the pandemic restrictions for concerts will be completely lifted in late 2022.

**Grocery Cart Races - \$500:** For September 2022, the District budgeted \$500 to support the virtual or in-person Comitis Grocery Cart Race. Safeway on Havana was not able to host the in-store race in 2020 or 2021 due to the pandemic restrictions and staffing challenges but hopes to host the in-person race in 2022. The \$500 was budgeted to still purchase the coveted grocery cart trophies and other expenses for the event if the event is permitted to occur.

**October 2022 BID Stakeholder Networking - \$1,000:** The District budgeted \$1,000 to host a networking event with a Halloween theme. The District would like to support a BID restaurant, host a Halloween Costume Contest with a \$100 gift card prize and provide light appetizers for the stakeholders to network with other community leaders.

**Halloween/Trick or Treat On Havana Street 2022 - \$10,000:** The Trick or Treat On Havana Street, Costume Contests, Trunk or Treat and professional photos in the garden, Petco Costume Contests, and many other Halloween events in the District are one of our most popular and well attended events. These events attracted more than 1,000 families from the metro area and supported many businesses in the corridor. In pre-pandemic years, we purchased pallets of candy from the Havana Costco for the 30+ shops at the Gardens on Havana. However, due to Covid-19, budget cuts, property owner permission, business participation challenges and the large number of participants in the many Halloween events the District did not budget \$5,000, but \$1,000 for 2021. In 2021, the District will spend \$1,000 to support Rocket Fizz's Halloween Costume Contest with gift card prizes and 50+ mystery candy goody bags. In 2022, the District wanted to budget \$10,000 to bring back the pre-pandemic Trick or Treat event On Havana Street. The District hopes that the District can safely host a trick or treat at shops, a costume contest in-person, a professional photographer and promotions for Halloween 2022.

Leading up to the holiday month the District will promote the businesses selling the holiday's décor, candy and locations to purchase costumes.

**Annual Stakeholders Meeting - \$3,000:** The Annual Stakeholders Meeting at the Stampede in the past had an attendance of about 60-80 businesses. In 2021, we budgeted \$2,500 to host lunch for 60-80 people, venue costs, AV/projector rental screen costs, costs of marketing, printing, flyers, postage and mailing the invitations to each stakeholder and lease in the District. This event may be in-person or virtual in November 2021 and the board increased the budget \$500 to accommodate for unexpected increased costs of hosting virtually or in-person with Covid-19 conditions. In 2022, the District increased the budget to \$3,000 to accommodate for an in-person meeting with additional costs for the venue and event rentals for an attendance of 100.

**Holiday Shopping Promotions with Buckley Space Force - \$8,000:** In 2021, we budgeted for \$4,500 to host the Black Friday Weekend Holiday Caroling and Secret Santa Gift Card Giveaway event. In the past we hired the Aurora Singers for \$500 to sing songs from shop to shop during the Black Friday shopping weekend. The Aurora Singers, community holiday carolers, board members and volunteers would walk store to store in the Gardens on Havana singing holiday songs and giving out free thank you gift cards to shoppers. However, due to Covid-19 variant concerns of the shopping center and ownership of the property, challenges with approval from tenants, and scheduling challenges with the Aurora Singers, the District decided to be safe it would be best to host a holiday promotion campaign with Buckley Space Force instead in 2021.

The District will be hosting a holiday shopping social media promotion on the Buckley Space Force's social media platforms and highlighting On Havana Street for the 12 Days of Reindeer Games On Havana Street. For each of the 12 days Buckley will highlight On Havana Street shopping centers, restaurants, retail businesses, and the Havana Motor Mile. In 2021, the District will be hosting about \$3,000 in gift card giveaways and prizes each of the 12 days and \$1,000 towards the costs of the Air Force videographer that will create short clips highlighting businesses to post on social media. In 2022, the District Budgeted \$8,000 to cover the costs of the \$4000 towards the 12 Days On Havana Street gift card giveaways and prizes, \$2,000 towards videography costs, commercials, and graphics to promote each day and \$2000 towards other holiday events and partnerships with the base. Some of the other holiday promotions may include a Breakfast with Santa event and a Honey Baked Ham Company gift card giveaway promotion. In 2022, we wanted to strengthen our partnership and relationship with the Defense Council/Military/Veterans/Buckley Space Force. We understand that Buckley Space Force has a workforce of over 15,000, contributes over \$1 Billion to our economy in Colorado and that Team Buckley shops On Havana Street regularly.

We want to continue our great relationship with Buckley Space Force and understand that their future growth will truly be a positive impact on the growth of On Havana Street's success. The base's workforce has many primary incomes that are shoppers in our District. In 2020 and 2021, the board did re-allocate monies to sponsor events and promotions with the hospitals and Buckley Space Force, however due to Covid-19 we were not allowed to host or execute the proposed events. For example, the board allocated monies to support the community concerts and giveaways at the Buckley's Panther Den. However, due to Covid-19 the base was on locked down and restrictions were in place for visitors, which made hosting a public event limiting and challenging.

**Support Other Community Events for Stakeholders in 2022:** In addition to the scheduled events in 2022, we plan to add a few other NEW events to the line up to attract and support a new audience of shoppers to the District. The board would like to add events and collaborate with community partners to support our major workforce engines located near the District. We would like to collaborate more with the 30,000+ workers at the Anschutz Medical Campus, which includes the VA Eastern Colorado Health Care System, UCHHealth University of Colorado Hospital (UCH), Children's Hospital of Colorado and the 184-acre Fitzsimons Life Science District.

Due to Covid-19 the District felt it was best to not allocate 2022 funds in the budget and wait until 2022 to allocate monies when opportunities arise. If there is an opportunity to host a new community event in 2022, then the board would vote and re-allocate board reserves to support a new event addition in 2022. The event's details would be determined by the board of directors and the board Event & Marketing Committee.

**The 2022 events budget is \$75,000 with \$74,000 allocated to about 22+ events and about 10+ giveaways. We reserved \$1,000 in the events budget to accommodate for any additional event costs that may arise with the uncertainty of how Covid-19 will impact 2022's event's schedule.** The District decided that we not need high reserves in this budget because historically we budgeted for \$5,000 every year in HOLD for RESERVES & often had over \$5,000 in extra monies that end up cushioning the last event of the year event – Holiday Shopping Promotions. If additional funds or event opportunities arise then the board can conduct a board vote during the year for more funds from reserves for the events and marketing budget if necessary.

**Media/Print/Marketing of Events & On Havana Street - \$50,000: The marketing budget for 2022 is \$50,000.** Due to the changes in the events schedule and expecting price increases with the 15+ publications and media companies we increased our budget for print, digital ads, advertising, and marketing for 2022. **We increased this budget from \$36,000 in 2021 to \$50,000. The \$50,000 event ads budget is included in the overall \$125,000 events budget.** We increased the ads budget to market the events to accommodate for the costs increases in the current and future ads we plan to purchase with 15+ contracts and the \$1,560 for the event equipment storage locker. We budgeted for \$2,300 with the Glendale Cherry Creek Chronicle, \$3,000 for Visit Aurora's Visitors Guide, \$1,000 for the Aurora Chamber Directory ad and website digital ads, \$4,000 to include purchasing ads on Buckley Space Force's Orbiter Magazine, computer labs and television monitors, and \$10,500 to continue the local hotel key card ads that include three runs a year at three local hotels. The District budgeted \$2,500 for Asian Avenue Magazine, \$2,000 with foodie and restaurant related publications and platforms like Yelp Colorado, Door Dash, Grub Hub, Uber Eats and more, \$2,500 for Hispanic Media opportunities like Estrella Media TV Denver, \$2,500 for the African Community Media/Newspapers/Newsletters, \$3,000 for three Korean media publications (Weekly Focus, Colorado Times, & Oz Magazine), \$2,500 with Living Well in Lowry, \$2,500 for social media ads, promotions and boosts, and \$5,000 for 5280 to feature On Havana Street businesses and special edition ads. The District also budgeted \$5,140 to explore purchasing OTHER ads throughout the year, reserved that amount to allow for room to accommodate contract negotiations with the current publications and price increases and hold the funds for additional expenses.

We continued to host the \$1,000 ads in The Chamber's directory and website to include banner ads and digital pop-ups on their website that receives over one million visits annually. We continued the 2021 budgeted amount of \$4,000 with Buckley Space Force because of a major discounted 2020 contract and that the Air Force did not charge us in 2021 for our ads and promotions since in 2020 Buckley was not able to print and distribute their Orbiter Magazine with our ads due to Covid-19. We also expect an increase in marketing ads now that Buckley Garrison AFB's is the host unit, Buckley Garrison, which falls under the direction of the United States Space Force. Buckley Garrison AFB/Buckley Space Force truly represents a joint, Total Force and coalition base. This includes 3,100 active-duty members from every service, 4,000 National Guard personnel and Reservists, four commonwealth international partners, 2,400 civilians, 2,500 contractors, 36,000 retirees and approximately 40,000 veterans and dependents. The base contributes an estimated \$1 billion annually to the local economy.

In 2021, the District decided to cut the \$10,000 contract with the Aurora Sentinel/Aurora Media Group and diversify the publications we advertise with. The District reallocated the \$10,000 to explore contracting with publications in the Korean, African, and Hispanic communities. Due to the incredible response from our diverse stakeholders, we decided it was best to continue to highlight On Havana Street with the diverse publications in 2022.

Regarding the Lowry community publication, we negotiated a contract with Living Well in Lowry for \$2,500 in 2022 to include a 1/4 page ad for the year (12 months, Jan-Dec) + a free 1/4 page ad in December and a cover

story for you in 2022. We also have the option of a 1/2 page ad for six months (every other month) + a free ¼ page ad in December and a cover story in 2022. The Living Well in Lowry (LWIL), is Lowry's longest-running print newsletter, serving the community around the corner from On Havana Street since 2002. The publication is still hand-delivered at the beginning of each month to over 3,000 homes in the Lowry neighborhood - reaching those from Lowry East Park to Boulevard One, Alameda to 11th Avenue.

In 2021, the District budgeted \$2,000 for Asian Avenue Magazine. We negotiated the \$2,000 for 4 months of quarter size ads (normally \$400 per ads), 4 editorial features (promoting businesses/restaurants a part of On Havana Street), 12 social media posts, 1 per month - promoting businesses/restaurants, 6 months of a web banner ad on Asian Avenue website. In addition, Asian Avenue Magazine often hosts events in our corridor throughout the year that attract new audiences to shop, eat and explore our diverse businesses. We increased this budget to \$2,500 in 2022 to accommodate for the increases in ad pricing in 2022.

3. **Program Management Budget Expenditures - \$16,500:** Paid out of the District's General Fund, the program management budget includes overhead including meeting room rental fees, cell phone, business meeting expenses by the executive director and board directors, copies of backup for board meetings, internet/wifi/mifi, as well as office supplies. Expenses from the District's Business Watch Program and professional fees are also included. This budget category also included renewal of the trademarks. Accounting codes included in the program management budget are **61090, 61080 and 61040**. This budget for 2022 was increased to \$16,500 from \$15,000 in 2021 to accommodate for the additional expenses to this budget in 2021 for overhead expenses, office supplies and miscellaneous program management expenses. We added additional expenditures like our virtual meeting platform costs with Go to Meeting, the BID cell phone and wifi costs, memberships to Canva for graphic designs, and memberships to Microsoft Office 360. We have never used the \$10,000 for emergency snow removal budget, but felt it was still necessary to continue to reserve in 2022.
4. **District Identity Budget Expenditures - \$70,000:** In 2022, the District allocated \$70,000 with \$40,000 for Art 2C program and \$30,000 for three additional district marker improvements. Paid out of the District's General Fund, the District Identity budget includes ratepayer communication expenses, district banners, district identity markers, district marker improvements/stipends paid to property owners, and expenses for our Art 2C on Havana public art program. The District Identity budget includes **accounting codes 65070, 67060, 67090 and 67050**.

In 2021, the District allocated \$70,000 to the District Identity's budget for \$15,000 for Art 2C and \$55,000 for district markers or other branding opportunities. In 2021, the District updated and replaced district markers that needed replacement at 17 locations in the corridor and approved the install of two new district markers at Birchtree Shopping Center at Havana & Jewel (installed in August 2021) and two district panels at Sam's No 3 at Parker and Havana (to be installed in November 2021).

The Art 2C budget was decreased from \$39,000 in 2020 to \$15,000 in 2021 to allow for any unexpected expenses and unexpected insurance claims to the existing 13 sculptures on the corridor. The District did not host a gala or spent any funds on artist stipends in 2021. The District felt that it was necessary to allocate \$15,000 to cover any unexpected expenses for the public art program. In 2021, the District unexpectedly had to remove a sculpture and place the sculpture in storage with our art contractor. The property sold midway through the program contract and the sculpture had to be removed prior to the redevelopment of the property. Unfortunately, due to Covid-19 the District was not able to add a concrete pad to re-install the sculpture at another location. The artist stipend was paid in full for the two-year contract and the sculpture will be returned to the artist prior to the September 2022 de-install date. The Art 2C program now has 12 stakeholder locations with concrete art pads and only 12 sculptures in the program for 2020-2022. The District felt that in 2022 that we would do a call for art for only 12 locations and that the 13<sup>th</sup> location in the future would be Argenta.

**2022 Art 2C Public Art Program - \$40,000:** In 2022, the District budgeted \$40,000 to cover the costs of de-installing the 12 2020-2022 sculptures and installing of the 12 2022-2024 new sculptures at the 12 locations, 12 artist stipends of \$2,500 each artist for two years (\$30,000), and \$10,000 to cover the cost of the Art 2C gala's invitations, event rentals, venue, catering, AV, flowers/décor, awards ceremony artist prizes for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup>, hotels for the visiting artists, and any other gala event related expenses.

**District Markers & On Havana Street Panels - \$30,000:** In 2022, we have budgeted \$30,000 to add additional district markers at existing monuments. Each opportunity for a district marker is up to \$10,000 per location, therefore the District budgeted for at least 3 district marker improvements in 2022. The District also wants to explore the City of Aurora's 2019 proposal to canvas wrap and brand the existing electric boxes along the corridor. If the City allows for the install of canvas wraps on the electrical boxes then the District plans to reallocate reserves to support the improvement in the corridor.

5. **Audit & Accounting Budget Expenditures - \$18,000:** Paid out of the District's General Fund, this budget includes all monthly accounting fees and the annual government audit. This budget is **accounting code 61030**. The District decided to increase our \$14,000 budget in 2021 to \$18,000 in 2022 due to the board's request to update our current account codes, update the format of financials/ledger and track signature event budgets with codes per event, continue the bill.com payment system, account for the cost increase of a new BID auditor and accountant in 2022. Unfortunately, our accountant will be leaving at the end of September 2021 and the BID will need a new auditor in 2022 since our current accounting firm in 2021 used to be our auditor accounting firm in 2020. The District is currently receiving BIDs for new special district auditors to audit our 2021 financials for early 2022. The District also plans to continue with the current accountant company through 2021 even though the assigned accountant through the company is leaving. In 2022, the District will explore a new accountant if necessary, but plan to remain with the current accounting company.
6. **Website/Branding Budget Expenditures - \$30,000:** Paid out of the District's General Fund, this budget includes all of the website hosting, maintenance, mobile website, SEO on all pages and the business directory listings for all of the District's businesses, new pages, press releases, social media including our Facebook Page, Twitter Account and Instagram account. This budget also includes monthly marketing/branding/website development with Webolutions to uphold our brand, help with event planning and marketing strategy. The board decided to budget the same \$30,000 in 2021 for 2022. \$25,000 of the \$30,000 budget will be designated to the Webolutions contract to manage and create campaigns and \$5,000 will be spent on social media ad purchases, event boosts and other digital marketing online for the corridor and BID businesses.
7. **Insurance Budget Expenditures - \$7,500:** Paid out of the District's General Fund, this includes Colorado Special District Association Membership, Special District Pool Insurance including general liability coverage for all District events and activities, public officials' liability, excess liability, comprehensive crime and fraud coverage, cyber liability, fiduciary liability, property coverage on our district markers and condo newspaper racks. This budget also includes retention of T. Charles Wilson Insurance as our agent working the Special District Pool. This budget includes **accounting code 61050** and the budget for 2022 remain at \$7,500. The District reviewed the \$7,500 budget and felt that the budget would be sufficient for 2022 even with expected premium increases.
8. **Legal Budget Expenditures - \$7,500:** Paid out of the District's General Fund, this budget includes legal consult by Spencer Fane, LLP, a Colorado Special District Attorney Firm. This budget includes **accounting code 61035** and the budget for 2022 will increase to \$7,500 from \$5,000 to account for more legal consult due to new board member appointments, trademark renewals, transitions with new accountants and auditors expected in 2022, and Covid-19 related correspondence.

**Salary & Staff Consulting Budget - \$98,250:** Paid out of the General Fund, this budget covers payroll, an increased staff salary of \$80,000 and a consultant/1099 budget of \$18,250 to be used as needed by the Executive Director and Board. The District Board voted to increase the Executive Director's salary and add a

consulting staff budget to be used as needed in 2022. The board decided that in 2021, the Executive Director salary would get a raise from the 2021 Budget Year salary of \$70,000 to \$80,000 and a \$5,000 bonus in 2021 for supporting the District through the two pandemic years. All other dependent payroll costs (Worker's Compensation, Retirement Savings Match, ADP, and Payroll Taxes) shall adjust automatically to the new salary amount.

9. **Medical Insurance & PTO - \$7,000:** The district no longer has a group medical plan with one employee and does not provide a medical insurance benefit for the executive director or staff. It was not legal for the District to offer Group Health Insurance for a group of 1 employee, and the District was advised by the health insurance broker to pursue an ICHRA benefit program through Wage Works and Health Equity for the executive director's compensation. In 2021, the District contributed \$5,000 to the ICHRA for the Executive Director. The Individual Coverage HRA was announced in 2019 and is a company-funded, tax-advantaged health benefit used to reimburse employees for personal health care expenses. Unlike other HRAs, the ICHRA is available to businesses of any size, which allows for the District to qualify with one full time equivalent on staff. Due to Covid-19, the District was advised that health insurance premiums in 2021 will significantly increase. The board approved allocating \$6,000 towards an ICHRA account and \$1,000 towards the administration fees for the ICHRA to support medical insurance with Kaiser Permanente and plans for vision and dental. The ICHRA can also include covering all eligible medical expenses. The board likes that the District is supporting a BID stakeholder like Kaiser Permanente in the corridor. In 2020, The District Board also voted to increase the staff's Paid Time Off (PTO) from 10 days to 15 days in 2021. This PTO is still honored for the Executive Director for 2022.
10. **Retirement Savings options - \$2,400:** Paid out of the District's General Fund. The board will provide an optional 3% retirement savings match for employees. \$2,400 is allocated for the Executive Director's retirement savings match in 2022 and estimated \$2400 is 3% of the 2022's salary.
11. **ADP Fees - \$1,700:** This budget includes accounting code 61035 and the budget for 2022 will remain the same \$1,700 budgeted in 2020 and 2021. In 2021, we budgeted for \$1,700 due to the rising costs of ADP and estimated the ADP fee cost for less than 5 FTE's is about the same as the 2FTE or 1FTE that we have been budgeting for.
12. **Staff Professional Development/Training - \$1,500:** The board continued to allocate \$1,500 in 2022 for staff professional development and training. The board budgeted \$1,500 to allow for the executive director to attend special district conferences, training, workshops, and networking in 2022.
13. **Staff Mileage - \$3,200:** Paid out of the District's General Fund. This is the standard federal mileage allowance for businesses for employees, estimated to be \$3,200 in 2022, based upon past years' expenses and less driving due to Covid-19 restrictions. This budget was decreased from \$6,400 in 2021.
14. **Stakeholder & Community Relations - \$5,000:** The board wanted to increase this budget to allow for more stakeholder relations and hosting opportunities for the board and Executive Director. In 2021, due to the pandemic and hosting of the Governor and business round tables the board wanted to budget more to cover the costs of the tours and hosting for stakeholders. For example this budget would support stakeholder engagement opportunities like if future state legislators visit and tour the businesses, then the District can host the accommodations for the lunch. This budget can also support opportunities with hosting the Aurora Police Academy tour with 35 recruits at various businesses or networking and community relations events like, "Coffee with a Cop" at LaMar's Donuts. This budget is also to be used as a petty cash fund and/or expenses for the board and executive director to spend as required to support day-to-day BID business.
15. **Board Development/Strategic Planning - \$10,000:** This is paid out of the District's General Fund. The board has budgeted for \$10,000 in 2022 to account for any board training, development, networking opportunities and the District's strategic planning.

16. **Board Reserves - \$618,489:** This is the estimated and preliminary 2022 budgeted amount. \$618,489 was set aside for the board reserves. This is the unallocated money in the bank account that can be reallocated by the board throughout the year as the need arises. The board reserves will be significantly more in 2022 to reserve funds for future deficits to the Assessed Value collections from our 4.5 mil levy and reserve funds for future years due to Covid-19 challenges. The board also reserved more funds for the transition of the public art program going from annually to every two-years and the many anticipated improvement projects to be explored in 2022. This budget item will increase or decrease based on the final 2022 AV's that are shared with the District after the October 2021 submission of the budget to the City of Aurora. Typically, after the final AV's are shared with the District, any additional funds not allocated or budgeted for are added to the board reserves. For example, in past years if the BID's preliminary AV's were \$550,000 and the final AV's were \$600,000 then the District would re-allocate the additional \$50,000 of unexpected funds to the board reserves. By adding additional funds to the board reserves allows for the District to not have to re-approve any other budget line items at a public meeting.
17. **Reserves Fund (3% Reserved Required through TABOR) - \$17,229:** The emergency fund for fiscal year 2022 will be equal to 3% of the District's fiscal year spending.

**DEBT SERVICES FUND/EXPENDITURES: None. N/A.** The District currently does not anticipate seeking the approval of the District's electors for the authorization and issuance of additional debt.

**ANTICIPATED PROJECTS:** The board budgeted for the cost of construction of a few District Markets in 2022 and a possible addition of a concrete art pad for the Art 2C public art program as the projects are approved by the City of Aurora. The board plans to continue the Havana Motor Mile Auto Technician Tool Incentive program in May of 2022, as described above. The District wants to support the continuation of the Havana Multi Modal Study proposed improvements as the opportunities arise. The study shared opportunities for more District branding at certain intersections. The District also anticipates exploring a contract with the City of Aurora's traffic to add public art canvas wraps to the electric boxes along the corridor. The City proposed this opportunity in 2019 prior to Covid-19 budget restrictions and in 2022 the District would like to explore implementing these additional improvements with the board reserves. **See the Preliminary 2022 Operational Plan for additional details.**

2022 PRELIMINARY GENERAL FUND OF THE HAVANA BUSINESS IMPROVEMENT DISTRICT												
	Original	Actual	Original	Estimated	Actual	Estimated W/2020 CERT AV AS OF 11.27.2019	*PRELIM 2021 CERT AV AS OF 10.8.2020	FINAL 2021 CERT AV AS OF 11.25.2020	12/2020 NOTES: BOTW: \$201,948 & 1st Bank: \$299,671 as of 12/2/2020 = TOTAL \$501,619	As of 8/2021 w/ 8.25.2021 Estimated Prelim. AV: \$129,661,592, Financials by Simmons & Wheeler	Estimated 2021	*PRELIM 2022 approved by BID BOD w/ 8.25.2021 Estimated Prelim. AV: \$129,661,592
2022 PRELIM. BUDGET	2019 Budget	End of 2019	2020 Budget	End of 2020	End of 2020	EST. *PRELIM 2021 W/2020'S AV'S: \$113,901,131	*PRELIM 2021 CERT AV: \$115,423,393	FINAL 2021 CERT AV: \$114,648,028	AS OF 1/2021	AS OF 8/2021	Estimated 2021	*PRELIM 2022
Est. BEGINNING FUND BALANCE	232,778	214,360	347,159	266,979	266,979	453,426	453,426	453,427	453,427	441,364	441,364	586,260
Property Taxes (4.5 mills): PRELIM 2022 AV's: (\$111,355,880 x .0045) = \$501,101 2021 FINAL AV's (97,715,270 x .0045) = \$439,718.72, PRELIM 2021 AV's (\$98,476,867 x .0045) = \$443,146, 2020 AV's (\$97,663,367 x .0045) = \$439,485	402,201	395,908	439,485	433,161	433,161	439,485	443,146	439,719	439,719	438,099	439,719	501,101
URA Property Tax Increment: PRELIM 2022 AV's: (\$18,305,712 x .0045) = \$82,376 2021 FINAL AV's (\$16,932,758 x .0045) = \$76,197.41, PRELIM 2021 AV's \$16,946,526 x .0045) = \$76,269, 2020 AV's (\$16,237,764 x .0045) = \$73,069	69,258	82,757	73,069	84,877	84,877	73,069	76,259	76,197	76,197	89,706	89,706	82,376
Specific Ownership Taxes: Est. (Total Prop. Tax \$111,355,880 (4.5 mills) x 8%)	28,000	36,942	37,000	36,322	36,322	37,000	37,000	37,000	37,000	23,674	37,000	40,088
Interest	50	278	60	-	-	60	60	60	60	201	300	200
Sponsorships and other revenues	8,000	10,523	10,000	-	-	-	-	-	-	20,621	21,000	-
<b>TOTAL REVENUES</b>	<b>507,509</b>	<b>526,408</b>	<b>559,614</b>	<b>554,360</b>	<b>554,360</b>	<b>549,614</b>	<b>556,465</b>	<b>552,976</b>	<b>552,976</b>	<b>572,301</b>	<b>587,725</b>	<b>623,765</b>
<b>TOTAL REVENUE AND FUND BALANCE</b>	<b>740,287</b>	<b>740,768</b>	<b>906,773</b>	<b>821,339</b>	<b>821,339</b>	<b>1,003,040</b>	<b>1,009,891</b>	<b>1,006,403</b>	<b>1,006,403</b>	<b>1,013,665</b>	<b>1,029,089</b>	<b>1,210,025</b>
EXPENDITURES	Original 2019	End 2019	Original 2020	Est. End of 2020	End 2020	PRELIM 2021	*PRELIM 2021 CERT AV AS OF 10.8.2020 \$115,423,393	FINAL 2021 CERT AV AS OF 11.25.2020: \$114,648,028	AS OF 1/2021	AS OF 8/2021	Estimated 2021	PRELIM. 2022
Marketing (inc tool incentive workforce prog. \$20,000 + HMM \$137,000)	157,000	158,071	180,000	130,000	143,648	124,000	124,000	124,000	124,000	58,523	124,000	157,000
Special Events (inc media print ads, marketing w/Buckley, local print, hotel key card, VA, GDCC, AAM, Lowry, other for \$50,000 + \$75,000 event budget)	100,000	68,204	115,000	44,000	49,852	61,000	61,000	61,000	61,000	31,175	61,000	125,000
Program Management (inc \$10,000 snow)	20,000	37,514	15,000	6,000	41,123	15,000	15,000	15,000	15,000	4,088	15,000	16,500
District Identity - \$30K for district markers & \$40,000 Art2C program	66,000	24,112	70,000	44,000	6,636	70,000	70,000	70,000	70,000	37,610	70,000	70,000
Audit & Accounting	9,000	7,700	12,000	8,722	9,197	14,000	14,000	14,000	14,000	9,231	16,000	18,000
Website/Branding + Social Media	30,000	29,410	30,000	27,000	28,458	30,000	30,000	30,000	30,000	21,787	30,000	30,000
Special District Insurance	10,000	5,475	10,000	4,200	4,446	7,500	7,500	7,500	7,500	7,625	7,625	7,500
Legal	5,000	1,970	5,000	3,200	4,321	5,000	5,000	5,000	5,000	3,137	7,000	7,500
Payroll Taxes (Est. 7.5% of Payroll)	12,000	5,772	5,500	6,036	4,541	6,000	6,000	6,000	6,000	3,902	6,000	6,000
ED Salary	108,287	112,709	93,350	74,936	74,617	70,000	70,000	70,000	70,000	50,570	70,000	80,000
Labor/1099/Consultant						18,250	18,250	18,250	18,250	-	-	18,250
3% retirement savings match	1,950	1,796	2,201	2,200	2,282	2,200	2,200	2,200	2,200	1,638	2,100	2,400
Worker's Comp .003% of Employees Salary	400	338	280	450	224	450	450	450	450	152	210	240
ICHRM/Employee medical insurance/Wage Works/Health Equity Admin Fees	8,000	4,142	-	-	-	5,000	5,000	5,000	5,000	-	5,500	7,000
ADP Payroll Fees	1,200	1,616	1,700	1,670	1,689	1,700	1,700	1,700	1,700	1,270	1,700	1,700
Stakeholder & Community Relations	1,000	-	1,000	500	-	1,000	1,000	1,000	1,000	502	1,000	5,000
Staff Prof Development/Training	500	-	1,500	100	-	1,500	1,500	1,500	1,500	109	1,000	1,500
Board Development/Strat Planning	3,000	1,599	3,000	650	45	3,000	3,000	3,000	3,000	481	3,000	10,000
Mileage	6,400	7,419	6,400	3,000	2,399	6,400	6,400	6,400	6,400	16	2,200	3,200
Other - Tax Revenue - Treasurer's Fee (1.5% ON \$583,477 \$ W/ PRELIM 2022 AV's)	7,072	5,942	7,688	6,592	6,497	7,688	7,791	7,739	7,739	6,574	6,596	7,517
Reserves (3% Tabor on total expenditures w/o the treasurer's fee w/ 2022 PRELIM AV's)	14,144	-	15,377	15,377	-	15,377	15,582	15,477	15,477	-	12,898	17,229
<b>TOTAL EXPENDITURES:</b>	<b>560,953</b>	<b>473,789</b>	<b>574,996</b>	<b>378,633</b>	<b>379,975</b>	<b>465,065</b>	<b>465,373</b>	<b>465,216</b>	<b>465,216</b>	<b>238,390</b>	<b>442,829</b>	<b>591,536</b>
BID Reserves - plan to set up sep. bank acct. for reserves for 2022)												416,541
BOARD RESERVES (Bank Balance of BOTW account)	155,687	-	192,612	192,612	-	537,975	544,518	541,187	541,187	-		201,948
<b>TOTAL EXPENDITURES w/ Board Reserves</b>	<b>716,640</b>	<b>473,789</b>	<b>767,608</b>	<b>571,245</b>	<b>379,975</b>	<b>1,003,040</b>	<b>1,009,891</b>	<b>1,006,403</b>	<b>1,006,403</b>	<b>238,390</b>	<b>442,829</b>	<b>1,210,025</b>
ENDING FUND BALANCE	23,647	266,979	139,165	250,094	441,364	-	0	(0)	(0)	775,275	586,260	-
2022 BUDGET NOTES: This is a preliminary budget from the AV's presented on 8.25.2021												
2022 Prelim CERT OF AV INCREASED FROM \$114M to \$129M which is about \$15M IN ONE YEAR AFTER COVID-19, (\$129,661,592-\$114,648,028) = \$15,013,564												
												15,013,564