

# 2024 Operating Plan

## *Bluebird Business Improvement District*

### **2024 Bluebird Business Improvement District Operating Plan Overview**

The Bluebird Business Improvement District (the “District”) was formed by the City Council in and for the City and County of Denver (the “City”) pursuant to Ordinance No. 292, Series 2013, on June 24, 2013. The District boundaries are bordered by St. Paul St. on the West, Colorado Blvd. on the East, 14th Avenue on the South and 16th Avenue on the North. The District consists of a total of nine East Colfax blocks. There are 47 individual property owners and 57 businesses within the 9-block District boundaries, a land area of 478,333 sq. ft. with an assessed valuation of \$16,838,880 as of August 18, 2023. The District will impose a mill levy of 10 mills for collection next year on all taxable commercial property located within its boundaries, projected to be approximately \$168,389.

### **2024 Bluebird Business Improvement District Operating Plan Statement**

In general terms, the District’s operations facilitate, promote and oversee activities and actions to:

- Enhance the appearance and attractiveness of the nine block District for its customers, businesses, employees, neighbors and visitors;
- Provide a safe, clean and accessible shopping environment;
- Attract new businesses and retain contributing existing businesses;
- Promote the District and customer traffic to its constituent businesses through marketing, advertising, public relations and special events;
- Provide transparent fiduciary oversight and management of the District’s operating and capital budgets to enhance relationships with the District’s property and business owners, and public sector agencies providing City and State services;
- Work with the City and County of Denver to advocate for District right of way improvements to support City planning and investment for Colfax as a corridor for multi-modal use.

District operations and performance will be evaluated based on quantitative and qualitative measurements, including ongoing consumer, business and property owner and developer and real estate surveys, base retail sales data and year-end changes, additions of new businesses and expansion of existing businesses, website and social media penetration and media coverage.

Administrative operations will include seeking additional District funding through grant applications, fundraising and special events.

#### A. Marketing & Communications

- The District is committed to informing and updating its constituents on a timely basis through its interactive website and email system, social media, public board meetings, news releases, newsletters, calendar of events and by reporting City and State projects and programs pertinent to the District.
- From time to time, the District also will survey its constituents for their opinions on necessary District physical improvements and retail and business services and community-related issues, (e.g. public safety, pedestrian safety, vehicular and bike traffic, etc.)
- The District hosts many annual events each year that are designed to engage with the community and highlight area businesses. These events include Tasty Colfax and Boo and Brew. Usually, hundreds of participants visit area businesses to enjoy food, music and services in the district. The will employs an event coordinator to increase attendance, visibility and income from events and to help us think creatively about adjusting the events for safety.

#### B. Maintenance, Capital Improvements & Public Safety

- The District will maintain amenities that it owns as well as key streetscape amenities such as existing pedestrian lights, trees, trash cans and grates.
- The District will continue to make modest investments in streetscape improvements with capital investments and through additional grant funding (if awarded).
- The District will maintain relationships with the Denver Police Department and local community officers. The District will also build on relationships with the department of transportation and infrastructure to address infrastructure needs related to public safety.
- The District will ensure proper upkeep for district trees.

#### C. Economic & Business Development

- The District Small Area Plan identifies priorities through investments that are targeted at supporting and boosting businesses. These programs include zoning and redevelopment support, improving the customer experience by enhancing the streetscape and improving pedestrian safety, promotions for area residents, support for business-sponsored events.

- The District will continue to support business owners who seek to redevelop vacant or underutilized parcels. The District will support development through community outreach and zoning technical support.
- The District will continue to promote the district and support businesses through events that bring visitors to the area. Events are focused at bringing visitors into establishments, while promoting community engagement and support for the District.
- The District will continue to work with the City and County of Denver on main street zoning revisions responsive to business and property owner input. This has the potential to reduce costs for developers, increase business visibility and encourage development in the district.

#### D. Administrative Services

- The District will continue to work with a team who provides legal, advisory services, marketing, placemaking, record keeping, bookkeeping, communication and implementation services to affect the operational plan and compliance requirements for the district.

# Operating Plan & Budget

## Supporting Materials Table of Contents

1. 2023 Year to date “budget to actual” financial reports
2. Any materials departures from the 2023 Operating Plan, and an explanation
3. A copy of your Public Notice publication for the 2024 Budget public hearing
4. The status of any planned or outstanding indebtedness
5. The results of any audits conducted during the year, if not already submitted.
6. A copy of the By-laws, if any, in effect in 2023
7. A list of official board actions (motions) in the past year.
8. Current list of all Board members including name, address, phone, fax and e-mails as well as term appointment and expiration date.
9. Board members attendance records for the past year.
10. A list of activities performed and planned for 2023 (and planning for in 2024);
11. Documented tangible impacts and performance measures that your BID provides and tracks. For instance this could include trend occupancy rates, business or citizen surveys, crime rates, lease rates, taxable retail sales, number of jobs created, pedestrian/visitor counts, and business license revenues. Any additional information would be beneficial for the City Council budget approval process.

1. **2023 Year to date “budget to actual” financial reports.** Please see 2024 budget with this 2023 budget to actual report included with the proposed 2024 budget.

**BBID Budget 2024 09.2023 draft**

		2022 Actuals	2023 projection		2024 Proposed Budget
<b>Beginning Funds Available</b>		\$193,845	\$215,305		\$208,193
<b>REVENUE</b>					
Property Taxes		\$149,713	\$148,950		\$166,705
Ownership Taxes		\$7,577	\$8,253		\$8,253
Other Income (events + business support)		\$16,720	\$12,000		\$3,000
Insurance Reimbursement		\$5,552	\$3,600		\$ -
<b>TOTAL REVENUE</b>		<b>\$179,562</b>	<b>\$172,803</b>		<b>\$ 177,958</b>
<b>EXPENSES</b>					
<b>Administration/Economic Develmt</b>					
Bookkeeping		\$ 2,025	\$2,400		\$2,510
Operations Director (at 50% ED)		\$ 19,203	\$20,600		\$21,548
Insurance		\$2,523	\$1,640		\$1,700
Legal		\$9,708	\$10,831		\$11,329
Accounting/Audit		\$500	\$ 1,600		\$727
Memberships		\$496	\$496		\$600

Notes 9/26

prelim assessor estimate net of collection fee

4.6% COL increase to based on inflation data

4.6% COL increase to based on in

4.6% COL increase to based on inflation data

Advisory Services Consulting (at 70% ED)		\$ 18,339	\$19,673		\$20,578
Office		\$0	\$100		\$150
Legal Advertising		\$ 88	\$ 151		\$160
Business Support		\$ -	\$0		\$19,500
Rent		\$0	\$0		\$0
-ECON DEVOPMT SUBTOTAL		\$ 22,439	\$ 24,071		\$ 44,678
<b>ADMINISTRN/ECON DEVOL TOTAL</b>		<b>\$52,882</b>	<b>\$57,491</b>		<b>\$ 78,802</b>
<b>CAPITAL IMPROVEMENTS</b>					
Captial Improvements to streetscape		\$ 26,734	\$40,000		\$25,000
<b>TOTAL CAPTIAL IMPROVEMENTS</b>		<b>\$ 26,734</b>	<b>\$40,000</b>		<b>\$25,000</b>
<b>Maintenance</b>					
Trash, decorative lights, pressure wash, weeds, etc		\$43,643	\$ 45,000		\$50,000
Utilities		\$505	\$700		\$800
<b>MAINTANCE TOTAL</b>		<b>\$44,148</b>	<b>\$45,700</b>		<b>\$ 50,800</b>
<b>MARKETING</b>					

4.6% COL increase to based on inflation data

Added to capture direct support or Empleo;

Seems enough for planned projects given timing of BRT buildout

includes 4/y pressure washing & weeding, 2/week trash, etc service, maintaining lights on poles, with 10% contingency; \$5k for graffiti removal

Advertising/PR/Communications	\$8,849	\$8,424	\$8,812	4.6% COL increase to based on inflation data
Meals/Entertainment	\$1,178	\$1,250	\$1,250	
Printing/Office Supplies/postage	\$202	\$ 50	\$75	
Events	\$22,155	\$25,000	\$25,000	Updated to include business support for particiaption
Computer/website	\$1,954	\$ 2,000.00	\$2,500	
<b>MARKETING TOTAL</b>	<b>\$34,338</b>	<b>\$36,724</b>	<b>\$ 37,637</b>	
<b>FUND TRANSFERS</b>				
TABOR 3% Reserve	\$ -	\$ -	\$0	
Capital Reserve Fund	\$ -	\$ -	\$0	
<b>TOTAL FUND TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$0</b>	
<b>TOTAL EXPENSES</b>				
	<b>\$158,102</b>	<b>\$179,915</b>	<b>\$ 192,238</b>	
<b>NETCHANGE IN FUNDS AVAILABLE</b>				
	<b>\$21,460</b>	<b>-\$7,112</b>	<b>-\$14,280</b>	Negative to spend down accrued savings
<b>ENDING FUNDS AVAILABLE</b>				
	<b>\$215,305</b>	<b>\$208,193</b>	<b>\$193,913</b>	

Notes:

Mill Levy shown net of collection fee

2016-22 Milly Levy: 10 mills



- 2. Any material departures from the 2023 Operating Plan, and an explanation.**  
There were no material departures from the 2023 Operation Plan.

3. A copy of your Public Notice publication for the 2024 Budget.

- 4. The status of any planned or outstanding indebtedness.** The District has no outstanding debt and no plans for future debt acquisition at this time.

5. The results of any audits conducted during the year, if not already submitted. Please see ATTACHED.

Bluebird Business Improvement District  
Financial Statements

December 31, 2022

ACCOUNTANT'S COMPILATION REPORT

Board of Directors  
Bluebird Business Improvement District

We have compiled the accompanying Balance Sheet – Governmental Fund and Account Groups of the Bluebird Business Improvement District as of December 31, 2022 and the related Statements of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – Governmental Fund for the year then ended. We have not audited or reviewed the accompanying financial statements and, accordingly, we do not express an opinion or provide any assurance about whether the financial statements are in accordance with accounting principles generally accepted in the United States of America.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist the management in presenting financial information in the form of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements.

Management has elected to omit the Statements of Net Position, Statement of Activities, Management Discussion and Analysis and all of the disclosures required by accounting principles generally accepted in the United States of America. Accordingly, the accompanying financial statements are not intended to be used by readers who are not familiar with the District's financial affairs or informed about such matters that would be disclosed in complete financial statements.

*Simmons & Wheeler P.C.*

March 31, 2023

Bluebird Business Improvement District  
Balance Sheet - Governmental Fund  
December 31, 2022  
See Accountant's Compilation Report

	<u>General Fund</u>	<u>Total All Funds</u>
<b>Assets</b>		
Current assets		
Cash in checking	\$ 224,356	\$ 224,356
Cash in checking retriected	4,004	4,004
Cash with County Treasurer	623	623
Prepaid Insurance	2,460	2,460
Grant Receivable	-	-
Taxes receivable	<u>150,656</u>	<u>150,656</u>
	<u>382,099</u>	<u>382,099</u>
<b>Total Assets</b>	<u><u>\$ 382,099</u></u>	<u><u>\$ 382,099</u></u>
<b>Liabilities and Equity</b>		
Current liabilities		
Accounts payable	<u>\$ 16,138</u>	<u>\$ 16,138</u>
	<u>16,138</u>	<u>16,138</u>
<b>Total liabilities</b>	<u>16,138</u>	<u>16,138</u>
Deferred Inflows of resources:		
Deferred property taxes	<u>150,656</u>	<u>150,656</u>
<b>Total Deferred Inflows of Resources</b>	<u>150,656</u>	<u>150,656</u>
Fund Balances:		
Restricted:		
Emergencies	4,003	4,003
Assigned:		
Capital improvements	40,803	40,803
Unassigned	<u>168,039</u>	<u>168,039</u>
<b>Total Fund Balances</b>	<u>215,305</u>	<u>215,305</u>
	<u><u>\$ 382,099</u></u>	<u><u>\$ 382,099</u></u>

Bluebird Business Improvement District  
Statement of Revenues, Expenditures and Changes in Fund Balance - Governmental Funds  
Budget and Actual  
For the Year Ended December 31, 2022  
General Fund

See Accountant's Compilation Report

	Original & Final <u>Budget</u>	<u>Actual</u>	Variance Favorable <u>(Unfavorable)</u>
<b>Revenues</b>			
Property taxes	\$ 147,874	149,713	\$ 1,839
Specific ownership taxes	8,253	7,577	(676)
Event income	-	11,720	11,720
Other income	10,000	5,000	(5,000)
Insurance reimbursement	-	5,552	5,552
	<u>166,127</u>	<u>179,562</u>	<u>13,435</u>
<b>Expenditures</b>			
Accounting	727	500	227
Bookkeeping	2,400	2,025	375
Advisory Services Consulting	17,189	18,339	(1,150)
Operations director	17,999	19,203	(1,204)
Insurance	1,675	2,523	(848)
Legal	9,099	9,708	(609)
Legal advertising	100	88	12
Membership	530	496	34
Meals/entertaining	1,250	1,178	72
Computer	2,000	1,954	46
Placemaking design & services	1,000	-	1,000
Capital improvements	41,780	26,734	15,046
Advertising and marketing	6,228	8,849	(2,621)
Event marketing	30,000	22,155	7,845
Office supplies	100	202	(102)
Streetscape	33,350	43,643	(10,293)
Utilities	700	505	195
	<u>166,127</u>	<u>158,102</u>	<u>8,025</u>
Excess (deficiency) of revenues over expenditures	-	21,460	21,460
Fund balance - beginning	142,624	193,845	51,221
Fund balance - ending	<u>\$ 142,624</u>	<u>\$ 215,305</u>	<u>\$ 72,681</u>



**6. A copy of the By-laws, if any, in effect in 2023. Please see ATTACHED.**

## **BLUEBIRD BUSINESS IMPROVEMENT DISTRICT BY-LAWS**

These By-Laws of the Bluebird Business Improvement District are adopted by the Board of Directors of the District pursuant to Title 31, Article 25, Part 12, Colorado Revised Statutes and Ordinance No. CB13-0341, City and County of Denver. In the event of a conflict between these By-Laws and either the State Statute or City Ordinance, the Statute and/or Ordinance shall govern.

### **ARTICLE I THE DISTRICT**

**Section 1. Name of the District.** The name of the District shall be the "Bluebird Business Improvement District" (District).

**Section 2. Office of the District.** The office of the District shall be located within the boundaries of the District at such place as the Board of Directors from time to time, shall by resolution, determine.

**Section 3. Boundaries of the District.** The Service Area boundaries of the District are East 16th Avenue on the north, East 14th Avenue on the south, Colorado Blvd. on the east and St. Paul Street on the west. The boundaries of the District include any taxable real and personal property located within the Service Area, which is not classified for tax purposes as either residential or agricultural. Such residential and agricultural property located within the Service Area is not located within the District until such time as such property changes classification to commercial. A map of the Service Area boundaries and the approximate District boundaries is maintained in the office of the District.

### **ARTICLE II OFFICERS**

**Section 1. Election of Officers and Terms.** The officers of the District shall be a Chair, Vice Chair, Secretary and Treasurer who shall be elected from among the members of the Board at the first regular meeting of the fiscal year. The office of Secretary and Treasurer may be filled by one person. An assistant Secretary may be appointed to assist the Secretary in carrying out the duties of Secretary. Officers shall serve for a term of one year or until their successors are duly elected. The Board shall serve at the pleasure of the governing municipality.

**Section 2. Chair.** The Chair of the District shall preside at all meetings of the District; shall have such other duties as the Board may direct; and, shall have general supervision over the business and affairs of the District, as well as be responsible for day to day

operations. The Chair shall provide direction to personnel/contract staff for the District, and be available to such persons as needed for guidance and approval of operational activities. The Chair can assign varies duties as she/he see fit to hired consultants/employee's of the District to help with the day-to-day functions of the District.

**Section 3. Vice Chair.** The Vice Chair shall preside over all meetings of the District in the absence of the Chair or in any event of his/her inability or refusal to act and shall have the powers and perform the duties of the Chair in the event the office of Chair is vacant or in the temporary absence of the Chair.

**Section 4. Secretary.** The Secretary shall act as Secretary of the meetings of the District, shall record all votes, keep a record of the proceedings of the District, maintain a record of all resolutions adopted by the District, and perform all duties incident of this office. The Secretary shall keep in safe custody the seal of the District and shall have the power to affix such seal to all contracts and instruments authorized to be executed by the District.

**Section 5. Treasurer.** The Treasurer shall take care and have custody of the funds and financial records of the District, and shall deposit District funds in such bank or banks as the District may select. The Board may also, as they see fit, engage the services of an accountant to assist with the financial duties of the District.

**Section 6. Additional Duties.** The officers shall, from time to time, perform additional duties as assigned by resolution or the Chair of the Board. The primary function of the Board, with the exception of the duties assigned in these By-Laws, is to determine policy for the District. The board can assign varies duties as they see fit to hired consultants/employee's of the District to help with the day-to-day functions of the District.

**Section 7. Vacancies.** Should any officer position become vacant, such vacancy shall be filled, for the remainder of the unexpired term, by a qualified candidate who has been appointed by the Mayor of the City and County of Denver and confirmed by ordinance.

**Section 8. Expenses.** Members shall receive no compensation for services but may be reimbursed for expensed incurred on behalf of the District pursuant to authorization by the Chair.

**Section 9. Staffing.** The District may employ personnel, or contract personnel, as necessary to perform the functions of the District. Such persons shall be appointed by the Board, and serve at the pleasure of the Board. Selection and compensation shall be determined by the Board. A committee may be formed to interview and make recommendations regarding the hiring of personnel if the Board desires.

## ARTICLE III MEETINGS AND CONDUCT

**Section 1. Meetings.** At the first meeting of the fiscal year, the Board shall determine the schedule for the regular meetings for the remainder of the year, including the time and location of the meetings and the posting place for such meetings. Special meetings can be called as deemed necessary and by the provisions in these By-Laws and in accordance with state statute.

**Section 2. Special Meetings.** The Chair, or any two members of the Board, may call a special meeting when determined necessary or expedient. At least 24 hours notice must be given for a Special Meeting.

**Section 3. Quorum.** At all meetings of the Board, a quorum must be present for the Board to take District action and set policy. A quorum is comprised of four members, if all Board seats are filled. If vacancies exist, a majority constitutes a quorum, but must be no less than three members at any time. When a quorum is in attendance, action may be taken by the District upon affirmative vote of the majority of the Directors present. Directors may be in attendance in person or by telephone, but physical presence is necessary for the purposes of achieving a quorum.

**Section 4. Manner of Voting.** Voting shall be called for after a motion has been made and seconded, and any desired discussion taken place. All nay votes and abstentions shall be recorded by Director name in the minutes. All Directors are entitled to vote, including the Board Chair. Voting by proxy is not permitted.

**Section 5. Conflict of Interest.** Board members are required to disclose any potential conflicts of interest in any transaction before the Board. In the case where Board action will promote financial gain of individual Board Members, Members must disclose their financial involvement and abstain from voting on such motion or attempting to include any of the contracting parties in such transaction.

**Section 6. Open Meetings.** All meetings of the Board of Directors shall be open to the public, pursuant to C.R.S. Section 24-6-402. The Board may go into executive session, as permitted under 24-6-402 by a vote of two-thirds of the quorum of the Board members in attendance.

The Board shall take no action during an executive session, and will only hold them pursuant to the criteria listed in C.R.S. Section 24-6-402.

**Section 7. Resolutions.** The Board shall act pursuant to either resolution or motion. Resolutions shall be used for all actions of a general or permanent nature. Motions may be used for acts of a temporary character or statements of general policy. All resolutions shall be in writing, recorded and authenticated by the signature of the Secretary, and shall be kept on file in the District offices. All motions shall be set forth in the minutes of the District. Resolutions and motions shall be effective immediately unless otherwise stated.

## **ARTICLE IV FISCAL MATTERS**

**Section 1. Fiscal Year.** The fiscal year of the District shall be the same as a calendar year.

**Section 2. Checks.** District checks, in excess of \$1,000, shall require two Board member signatures. All checks of lesser amounts can be signed by one Board member.

**Section 3. Execution of Instruments.** The Board of Directors may authorize an officer, employee, or any other agent of the District to enter into any contract or execute and deliver any instrument in the name of and on behalf of the District. Any such authorization shall specify the particular contract or instrument, or the category of contracts of instruments, authorized to be so executed.

The Treasurer or Designee shall have the care and custody of all funds of the District and shall deposit same in the name of the District in such bank or banks as the District may select.

**Section 4. Loans.** No loan or advance shall be contracted on behalf of the District, and no note, bond or other evidence of indebtedness shall be executed or delivered in its name, except as may be authorized by the Board of Directors.

## **ARTICLE V AMENDMENTS**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by the District at any regular meeting or special meeting of the District by affirmative vote of the majority of Directors.

## **ARTICLE VI INDEMNIFICATION**

**Section 1. Indemnification.** The District shall indemnify any Director, officer, employee or former Director, officer or employee of the District, against any expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit or proceeding, or for any loss or claim resulting from any such action, suit or proceeding, in which he or she is made a party by reason of being or having been a Director, officer, or employee including any matter as to which he or she is adjudged in

such action, suit or proceeding, to be liable for negligence in the performance of his or her duty to the District, so long as such Director, officer or employee (past or present) conducted himself or herself in good faith and either in the best interest of the District or at least not opposed to the District's best interest. Such indemnification shall not extend to criminal acts that the Director, officer or employee knows or should have known were illegal.

**Section 2. Insurance.** The District is authorized to obtain such policy or policies of insurance for the purpose of providing such indemnification of the Directors, officers, and employees of the District and for other purposes as needs may arise.

**Section 3. No Waiver.** The indemnification provided for under this article does not constitute a waiver, either partial, or complete, or any immunities or limitations on judgments applicable to the District or any of its Directors, officers, or employees and provided for by law or otherwise.

## **ARTICLE VII RULES OF ORDER/PROCEDURES**

In the absences of rules governing points of procedure of the meetings and actions of the Board of Directors of the District, the latest revised edition of "Roberts Rules of Order" shall govern the actions of the Board.

Adopted on \_\_\_\_\_ 2013

7. A list of official board actions (motions) in the past year.

- a. October 2022
  - i. Approved September board meeting minutes
  - ii. Approved October financial statements
  - iii. Approved Resolution and 2023 Annual Budget
  - iv. Approved vote to endorse ballot measure 307
  - v. Approved tree trimming contract
  - vi. Approved parking lot maintenance
- b. November 2022
  - i. Approved October board meeting minutes
  - ii. Approved October financial statements
- c. December 2022
  - i. No meeting
- d. January 2023
  - i. Approved January financial statements
  - ii. Approved meeting notice posting location.
- e. February 2023
  - i. Approved January board meeting minutes
  - ii. Approved February financial statements
  - iii. Approved election of officers
- f. March 2023
  - i. Approved the February board meeting minutes
  - ii. Approved the March financials
  - iii. Approved the date, printing budget and stipend for participating businesses for Tasty Colfax Event.
- g. April 2023
  - i. Approved the March board meeting minutes
  - ii. Approved the April financials
  - iii. Approved the Bluebird Bodega logo and branding contract
  - iv. Approved Paradise Parking Lot mural
- h. May 2023
  - i. Approved the April board meeting minutes
  - ii. Approved the May financials
- i. June 2023
  - i. Approved May board meeting minutes
  - ii. Approved June financials

- j. July 2023
  - i. No motions.
- k. August 2023
  - i. No motions.
- l. September 2023
  - i. Approved the August meeting minutes
  - ii. Approved the September financials
  - iii. Approved moving funds to CD
  - iv. Approved the 2024 budget
  - v. Approved investment in Empleo Pilot
  - vi. Approved the letter of support for Cirrus if requested

**8. Current list of all Board members**

**Sean Mandel, President**

1478 Birch Street  
Denver, CO 80220  
303---520---7154

[seanmandel@gmail.com](mailto:seanmandel@gmail.com)

Term: re-appointed August 3, 2020; expires June 3, 2024

**Jareb Parker, Vice President**

3301 E Colfax Ave  
Denver, CO 80206

[jareb@middlemanbar.com](mailto:jareb@middlemanbar.com)

Term: Appointed Sept 21, 2021; expires May 31, 2025

**Tom Secrist, Treasurer and Secretary**

1532 Milwaukee Street  
Denver, CO 80206  
303---523---9681

[secristproperties@gmail.com](mailto:secristproperties@gmail.com)

Term: re-appointed June, 2022; Expires June 2026

**Don Novak**

3121 East Colfax Avenue  
Denver, CO 80206  
720---326---6246

[don@propagandalabs.com](mailto:don@propagandalabs.com)

Term: re-appointed August 3, 2020; Expires June 3, 2024



**Richard “Buzz” Geller**

1430 Larimer Square, #304

Denver, CO 80202

303---399---0508

[buzzgeller@paradiselandco.com](mailto:buzzgeller@paradiselandco.com)

Term: Re-appointed June 3, 2022; expires June 2026

**Chris Swank**

1950 Forest Parkway

Denver, CO 80220

cswank@nipp.com

Term: Appointed August 2020; expires May 2024

**John Chapman**

3225 E. Colfax Ave.

Denver, CO 80206

[jchampmaniv@gmail.com](mailto:jchampmaniv@gmail.com)

Term: Appointed November 2021; expires June 2025

**9. Board members attendance records for the past year (October 2022 to September 2023).**

**October 2022**

Attending directors: Sean Mandel, Buzz Geller, Tom Secrist, John Chapman, and Jareb Parker

Not attending: Don Novak, Chris Swank

**November 2022**

No quorum.

**December 2022**

No meeting.

**January 2023**

Attending directors: :Sean Mandel, Buzz Geller, Tom Secrist, John Chapman

Not attending: Don Novak, Jareb Parker and Chris Swank

**February 2023**

Attending directors: Don Novak, Sean Mandel, John Chapman and Tom Secrist

Not attending: Chris Swank, Jareb Parker and Buzz Geller

**March 2023**

Attending directors: Sean Mandel, Buzz Geller, John Chapman, Tom Secrist, Chris Swank and Jareb Parker

Not attending: Don Novak

**April 2023**

Attending directors: Sean Mandel, Buzz Geller, Tom Secrist, John Chapman and Jareb Parker

Not attending: Don Novak and Chris Swank

**May 2023**

Attending directors:, Buzz Geller, Tom Secrist, Don Novak and Jareb Parker

Not attending: Sean Mandel, John Chapman and Chris Swank

**June 2023**

Attending directors: John Chapman, Tom Secrist, Sean Mandel, Jareb Parker, Buzz Geller

Not Attending, Chris Swank and Don Novak

**July 2023**

Attending directors: Tom Secrist, Jareb Parker and Buzz Geller

Not Attending Chris Swank, John Chapman, Sean Mandel and Don Novak

**August 2023**

Attending directors: Buzz Geller, Tom Secrist, Sean Mandel, Don Novak, and Jareb Parker

Not attending: Chris Swank and John Chapman

**September 2023**

Attending directors: Tom Secrist, Sean Mandel, John Chapman and Don Novak

Not attending: Buzz Geller, Jareb Parker and Chris Swank

**10. List of activities and involvement 2023 and plans for 2024:**

- The District hosted or attended several meetings regarding bus rapid transit and transportation to support access to and through the district, which supports economic development. The District will continue to work with the Department of Transportation and Infrastructure on BRT planning initiatives. In 2024 we will continue to work with the BRT team on streetscaping and business owner impacts.
- The District will pilot Empleo to support area employees with wrap around services, such as support for finding housing, financing and other guidance provided by third-party experts via the service.
- BRT Participation: The staff and board members are participating in the ongoing planning of the bus rapid transit on Colfax. This includes frequent meetings with CCD staff on progress and project updates, and input to the City on business access, streetscape development and construction mitigation funding. In 2024, we are planning extensive outreach to businesses to ensure they are fully apprised of the project as it moves ahead and that all their concerns are documented and shared.
- Colfax Collaboration participation: The Colfax Collaborative of the Mayfair Business Improvement District, Bluebird Business Improvement District, Colfax Business Improvement District and West Colfax Business Improvement Districts continues to address areas of common concern. This focus points include adaptive reuse and investment in BRT and streetscape. Although activity on these priorities was somewhat on hold in 2023, we anticipate further work in 2024, especially with the City resuming

planning and seek BRT construction mitigation funding for businesses. We are also exploring updates to the zoning code to allow for retro style signage on Colfax.

- District Communication: We continue to publish a monthly newsletter, with district updates and information on topics relevant to visitors, business owners and residents. Additionally, we post more frequent social media updates weekly. We mailed an annual newsletter to all business and property owners in the district. 4
- Streetscape: The District planted a number of additional street trees in the area and we are now installing custom bike racks. We have also increased trash collections in our branded receptacles to better meet demand. In 2023, we are budgeting for the expansion of pedestrian lighting further east from Madison towards Harrison.
- Maintenance: The District has invested in sidewalk cleaning, trash removal, graffiti removals and pedestrian light upkeep. We have purchased replacement parts to upkeep the existing pedestrian lighting.
- District Discount Card: Participating businesses are listed on our website and we continue to partner with the RNOs in the area for distribution.
- District Branding: We continue to create and distribute (including for sale) wearable merchandise with district branding.
- District Events: The District hosted a new event, Bluebird Bodea, instead of hosting Tasty Colfax. The event was well received by the many vendors and participants and was coordinated with Jazz in the Park. Boo and Brew will also be hosted in 2023. For both the district supports these with professional events management and communication and outreach.

**11. Please provide any documented tangible impacts and performance measures that your BID provides and tracks. For instance this could include trend occupancy rates, business or citizen surveys, crime rates, lease rates, taxable retail sales, number of jobs created, pedestrian/visitor counts, and business license revenues.**

### **Sales Tax Revenues**

Sales tax collections are down to comparing Q1-2 2023 to 2022, by 9%. We are not clear as to the cause of this decline given strong occupancy rates, and may survey businesses to better understand the cause. **SEE ATTACHED.**

### **New Business Openings in 2023 to date**

Business openings and closures were minimal in 2023, indicating relative stability in the retail market.

Openings occurring or anticipated in 2023 include:

- Z Bike Shop @ Collin's Cycles
- Affinity Cosmetic and Family Dental
- Flax and Twine

### **Average Rent and Vacancy Rates**

BBID began tracking rent rates in 2015. Currently, rates average \$27-30 NNN for improved space.

Currently there are 3 commercial spaces with vacancies, representing about 6% of building square footage within the district. Of this, 4.9% of the total vacant area is from the abandoned motel on Colorado Blvd. Occupancy rates currently stand at over 97% of commercial units excluding the abandoned motel on Colorado, reflecting the strong demand for the district by retailers and replacement of closed businesses like Annie's with Himchuli. Vacancy rates by square foot is effectively 1%. The district has a healthy mix of commercial uses. Retail and restaurants are the top uses, followed by supermarket, automotive services, office space, personal care, gas stations, miscellaneous improvements and a theater.

### **Crime Statistics**

Please **SEE ATTACHED** crime statistics through 2022, showing increases in crimes against property. With crime and homelessness issues throughout the City we have taken a more active role in preventing encampments and advocate for better holistic solutions to homelessness.

**Bluebird Business Improvement District**

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b><u>Jan</u></b>	<b><u>Feb</u></b>	<b><u>Mar</u></b>
<b>2023 TOTAL</b>	<b>149,211</b>	<b>143,515</b>	<b>170,974</b>

	<b>2022</b>	<b>2022</b>	<b>2022</b>
	<b><u>Jan</u></b>	<b><u>Feb</u></b>	<b><u>Mar</u></b>
<b>2022 Total</b>	<b>157,288.00</b>	<b>160,293.00</b>	<b>194,805.00</b>

<b>2023</b> <b><u>Apr</u></b>	<b>2023</b> <b><u>May</u></b>	<b>2023</b> <b><u>Jun</u></b>	<b>2023</b> <b><u>Jul</u></b>	<b>2023</b> <b><u>Aug</u></b>	<b>2023</b> <b><u>Sep</u></b>	<b>2023</b> <b><u>Oct</u></b>
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<b>161,639</b>	<b>163,805</b>	<b>162,593</b>				
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<b>2022</b> <b><u>Apr</u></b>	<b>2022</b> <b><u>May</u></b>	<b>2022</b> <b><u>Jun</u></b>	<b>2022</b> <b><u>Jul</u></b>	<b>2022</b> <b><u>Aug</u></b>	<b>2022</b> <b><u>Sep</u></b>	<b>2022</b> <b><u>Oct</u></b>
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<b>187,027.00</b>	<b>166,096.00</b>	<b>176,504.00</b>	<b>155,679.00</b>	<b>161,861.00</b>	<b>165,090.00</b>	<b>159,963.00</b>
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**2023**  
**Nov**

**2023**  
**Dec**

**SEMI-ANNUAL TOTAL**

YEAR OVER YEAR COMPARISON

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**951,737**

**91%**

**2022**  
**Nov**

**2022**  
**Dec**

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**147,238.00**

**164,614.00**

**1,042,013.00**

**West Colfax Business Improvement District**

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b><u>Jan</u></b>	<b><u>Feb</u></b>	<b><u>Mar</u></b>
<b>2023 TOTAL</b>	<b>161,946</b>	<b>146,420</b>	<b>166,107</b>

	<b>2022</b>	<b>2022</b>	<b>2022</b>
	<b><u>Jan</u></b>	<b><u>Feb</u></b>	<b><u>Mar</u></b>
<b>2022 Total</b>	<b>176,093.00</b>	<b>183,386.00</b>	<b>210,661.00</b>



<b>2023</b> <b><u>Apr</u></b>	<b>2023</b> <b><u>May</u></b>	<b>2023</b> <b><u>Jun</u></b>	<b>2023</b> <b><u>Jul</u></b>	<b>2023</b> <b><u>Aug</u></b>	<b>2023</b> <b><u>Sep</u></b>	<b>2023</b> <b><u>Oct</u></b>
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<b>175,659</b>	<b>181,680</b>	<b>179,574</b>				
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<b>2022</b> <b><u>Apr</u></b>	<b>2022</b> <b><u>May</u></b>	<b>2022</b> <b><u>Jun</u></b>	<b>2022</b> <b><u>Jul</u></b>	<b>2022</b> <b><u>Aug</u></b>	<b>2022</b> <b><u>Sep</u></b>	<b>2022</b> <b><u>Oct</u></b>
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<b>209,071.00</b>	<b>214,855.00</b>	<b>223,011.00</b>	<b>232,600.00</b>	<b>223,978.00</b>	<b>219,291.00</b>	<b>220,817.00</b>
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**2023**  
**Nov**

**2023**  
**Dec**

**SEMI-ANNUAL TOTAL**

YEAR OVER YEAR COMPARISON

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**1,011,386**

**83%**

**2022**  
**Nov**

**2022**  
**Dec**

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**190,017.00**

**200,453.00**

**1,217,077.00**

**Part 1 Crimes  
in the Bluebird BID  
By Year: 2010-2022**

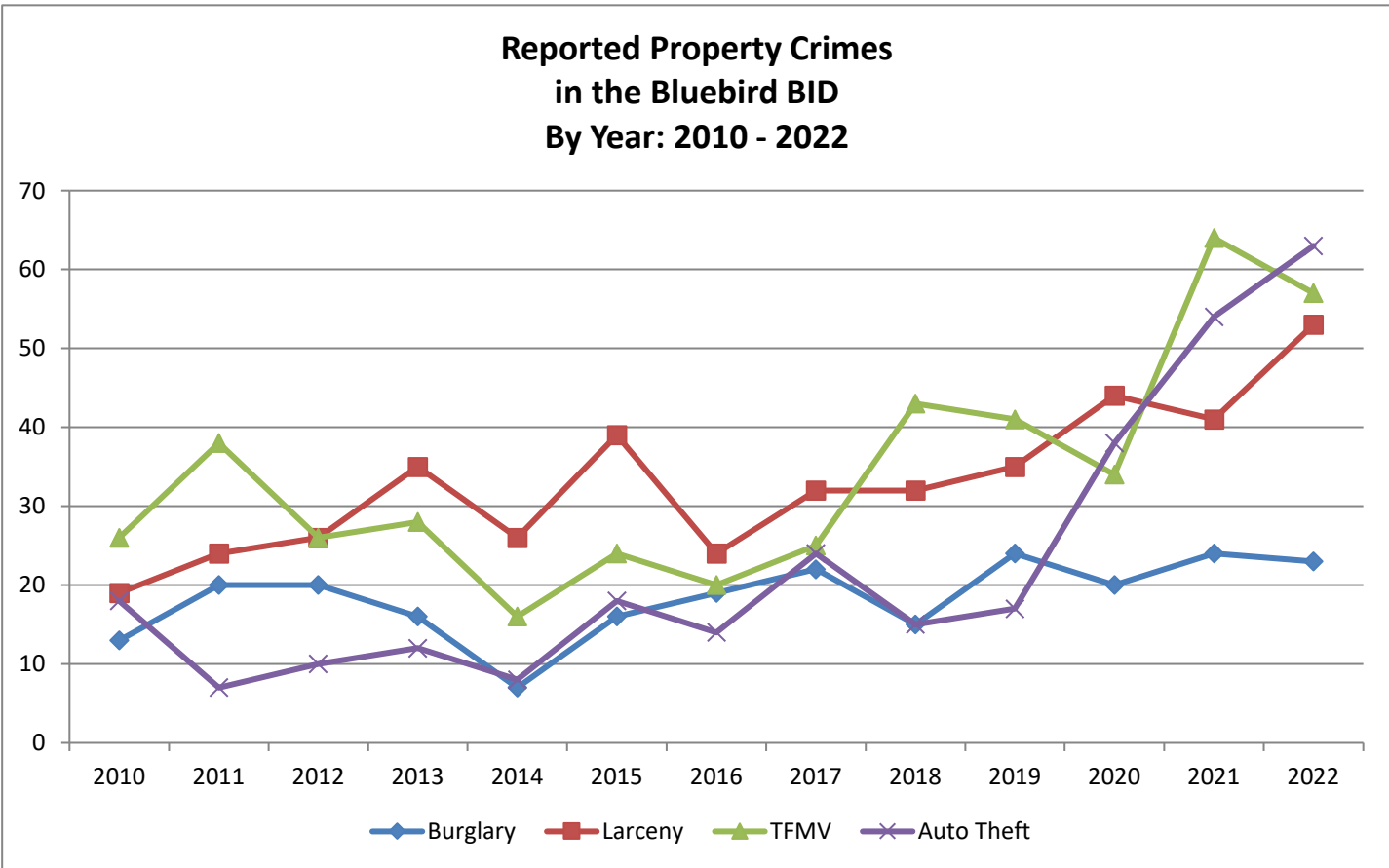
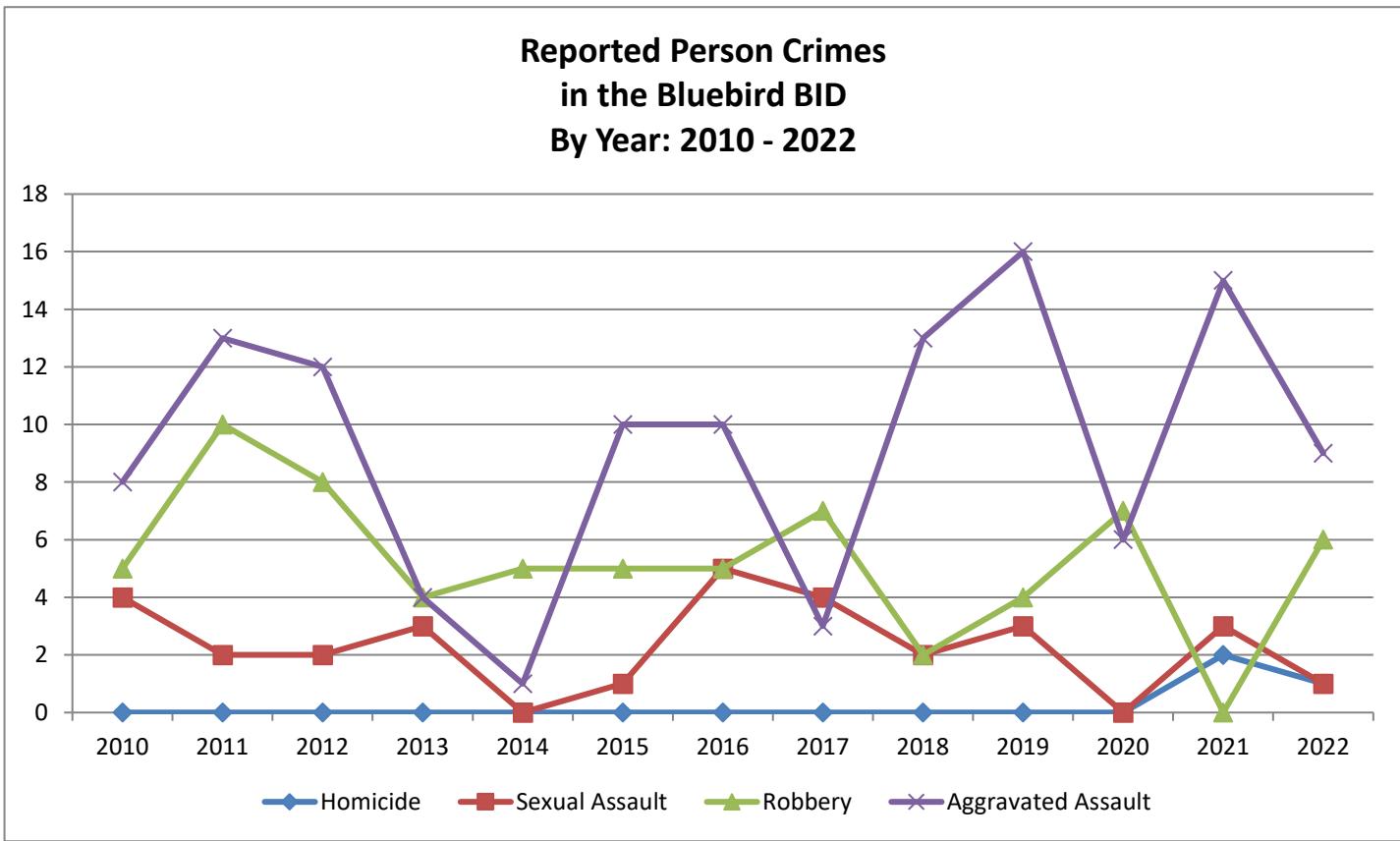
Crime Type		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>PART 1 PERSONS</b>	Homicide	0	0	0	0	0	0	0	0	0	0	0	2	1
	Sexual Assault	4	2	2	3	0	1	5	4	2	3	0	3	1
	Robbery	5	10	8	4	5	5	5	7	2	4	7	0	6
	Aggravated Assault	8	13	12	4	1	10	10	3	13	16	6	15	9
	<b>SUBTOTAL</b>	17	25	22	11	6	16	20	14	17	23	13	20	17
<b>PART 1 PROPERTY</b>	Burglary	13	20	20	16	7	16	19	22	15	24	20	24	23
	Larceny	19	24	26	35	26	39	24	32	32	35	44	41	53
	TFMV	26	38	26	28	16	24	20	25	43	41	34	64	57
	Auto Theft	18	7	10	12	8	18	14	24	15	17	38	54	63
	Arson	0	0	0	0	0	0	0	0	0	1	3	0	0
	<b>SUBTOTAL</b>	76	89	82	91	57	97	77	103	105	118	139	183	196
<b>GRAND TOTAL</b>		93	114	104	102	63	113	97	117	122	141	152	203	213

All files utilized in the creation of this report are dynamic. Dynamic files allow additions, deletions and/or modifications at any time, resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are compiled, numbers may vary in previous or subsequent reports. Based on Uniform Crime Reporting Standards.

Excludes runaways, traffic offenses, unfounded reports and non-criminal activity.

The Bluebird BID is from Steele St to Colorado Blvd, 13th Ave to 17th Ave.

**Part 1 Crimes  
in the Bluebird BID  
By Year: 2010-2022**



The Denver Post, LLC

PUBLISHER'S AFFIDAVIT

City and County of Denver )  
State of Colorado )  
)

The undersigned Nicole Maestas being first duly sworn under oath, states and affirms as follows:

1. He/she is the legal Advertising Reviewer of The Denver Post, LLC, publisher of The Denver Post and Your Hub.
2. The Denver Post and Your Hub are newspapers of general circulation that have been published continuously and without interruption for at least fifty-two weeks in Denver County and meet the legal requisites for a legal newspaper under Colo. Rev. Stat. 24-70-103.
3. The notice that is attached hereto is a true copy, published in Your Hub for Denver Downtown/East/West (including counties of Denver, Jefferson, Arapahoe, and Adams) on the following date(s):

September 28, 2023

*Nicole Maestas*  
Signature

Subscribed and sworn to before me this 29 day of September, 2023.

*Rosann R Wunsch*  
Notary Public

ROSANN R WUNSCH  
NOTARY PUBLIC  
STATE OF COLORADO  
NOTARY ID 20024002315  
MY COMMISSION EXPIRES FEBRUARY 26, 2026

(SEAL)

**NOTICE AS TO PROPOSED BUDGET**

NOTICE IS HEREBY GIVEN that the proposed budget for the ensuing year of 2024 has been submitted to the West Colfax Business Improvement District ("District"). Such proposed budget will be considered at the regular meeting of the Board of Directors of the District to be held at 10:30 a.m. on Wednesday, October 18, 2023, at 3237 E. Colfax Ave, Denver, CO.

Copies of such proposed budget for fiscal year 2024 are available for inspection by the public at the offices of the district, 3014 Forest St, Denver, Colorado, and at [www.bluebirdbeat.com](http://www.bluebirdbeat.com). Any interested elector within the District may, at any time prior to the final adoption of the proposed budget for the ensuing year 2024, file or register any objections thereto.

Dated September 20, 2023.

**BLUEBIRD  
BUSINESS IMPROVEMENT DISTRICT**

By: /s/ Tom Secrist, Secretary

Please note: The Denver Post will no longer be issuing paper tears. They will only be a digital copy.