



DOWNTOWN ACTION ORGANIZATION (DAO)  
Executive Committee Meeting, July 12, 2023, 9am  
Santa Rosa Metro Chamber, 50 Old Courthouse Square, Suite 110

Members of the public are able to join via Zoom or phone:  
Zoom Meeting ID: 806 654 7370  
Passcode: Downtown  
Phone: 669-900-9128, Meeting ID: 806 654 7370, Passcode: 93058399

## AGENDA

- |            |                                                                                                                                                                                                                                                    |                         |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>1.0</b> | <b>CALL TO ORDER</b>                                                                                                                                                                                                                               | Hugh Futrell            |
| <b>2.0</b> | <b>PUBLIC COMMENTS ON NON-AGENDA ITEMS (limited to two minutes each)</b><br>Comments from the public will be allowed on all agenda items at the time each item is called.                                                                          |                         |
| <b>3.0</b> | <b>CONFLICTS OF INTEREST OR ABSTENTIONS</b>                                                                                                                                                                                                        | Hugh Futrell            |
| <b>4.0</b> | <b>ACTION: CONSENT ITEM</b><br>4.1 June 14, 2023 Meeting Minutes ( <i>Attachment 1</i> )                                                                                                                                                           | Hugh Futrell            |
| <b>5.0</b> | <b>REPORT: FINANCE</b><br>Review of DAO financial statements ending June 30, 2023.                                                                                                                                                                 | Joe Dietzen             |
| <b>6.0</b> | <b>REPORT: EXECUTIVE DIRECTOR</b><br>Update provided on workplan ( <i>Attachment 2</i> ), business and development within the District and other ongoing discussion items.                                                                         | Cadance Hinkle Allinson |
| <b>7.0</b> | <b>REPORT: BOARD CHAIR</b><br>Report on progression of critical focus items and meetings with Council and staff.                                                                                                                                   | Hugh Futrell            |
| <b>8.0</b> | <b>DISCUSSION: NEXT STEPS WITH ACTION PLAN</b><br>Executive Committee to review draft of action plan for addressing impacts related to crime and the unsheltered population in Downtown Santa Rosa ( <i>Attachment 3</i> ) and discuss next steps. | All                     |
| <b>9.0</b> | <b>ADJOURNMENT</b>                                                                                                                                                                                                                                 | Hugh Futrell            |

Attachment 1

**Executive Committee Meeting – June 14, 9am**  
**Santa Rosa Metro Chamber, 50 Old Courthouse Square, Santa Rosa, CA 95404**  
**Zoom Meeting ID: 806 654 7370, Password: Downtown**  
**Phone: 669-900-9128**

Executive Committee Present: Pauline Block, Hugh Futrell, Joe Dietzen, Stevan Stankovich

Absent: Natalie Balfour

Staff Present: Cadance Hinkle Allinson

**MINUTES**

**1.0 CALL TO ORDER**

Chair Hugh Futrell called the meeting to order at 9:06 am.

**2.0 PUBLIC COMMENTS ON NON-AGENDA ITEMS (limited to two minutes each)**

There were no public comments at this time.

**3.0 CONFLICTS OF INTEREST OR ABSTENTIONS**

There were no conflicts of interest or abstentions.

**4.0 ACTION: CONSENT ITEM**

**4.1** Motion to approve consent item, May 10, 2023 Executive Committee Meeting Minutes, as presented was unanimously passed.

**5.0 REPORT: FINANCE**

Joe Dietzen reviewed the financial statements ending May 31, 2023, which show the budget being in line with expectations.

**6.0 REPORT: EXECUTIVE DIRECTOR**

Cadance Hinkle Allinson provided an update on the wayfinding project, the trolley concept, Jeju Way and the launching of the digital passport. She shared that City Manager Smith had requested information on Downtown park fees and expenditures and Cadance had sent her a memo that outlined the DAO's priorities. She shared that she's been working with City staff to ensure there is a clear and accurate process for calculating assessments moving forward.

Cadance mentioned that there might need to be further discussion about how commercial apartment complexes are assessed as more come online. She is going to look at the Management Plan to determine whether the board has the authority to adjust rates.

She shared that the budget would be approved by council next week and that while the Assistance City Attorney was included, there had to be a bigger push for the inclusion of two DET officers. The committee reviewed the options and determined the best path forward for encouraging council to amend the budget to include the positions. Cadance will not be present at the meeting next week and Stevan offered to text those who wanted to participate in public comment.

A discussion ensued about the importance of ensuring the City Attorney position has a focus on misdemeanors and code enforcement and the critical nature of having council to commit to that focus.

**7.0 REPORT: BOARD CHAIR**

Hugh Futrell shared that Council recommended their preferences, himself and Peter Stanley, for the EIFD PFA and that it will now be down to the county for the final selection.

He shared that his company is working on a rebid of the Asawa fountain and will need to move it through the building permit stage. There has been outreach from Gaye LeBaron in connecting on the project.

There is potential for Railroad Square to engage directly with acquiring the St. Vincent DePaul building.

He is working on getting an update for the duty to maintain ordinance and the camping ordinance is back with the City Attorney's office prior to going to council.

He provided an update on meeting with Burbank Housing and Catholic Charities.

Stevan shared that the meeting with PED's consultant about permitting procedures was positive.

**8.0 ACTION: MID-YEAR BUDGET REVIEW & ADJUSTMENT**

Joe Dietzen discussed the long term budget issue of expenses exceeding income moving forward and presented two options for the Executive Committed to review.

Option A would make no changes to the budget or existing contracts, increase assessments by 5% annually and shows minimal cash carry over year over year.

	2023	2024	2025	2026
<u>Income</u>				
Starting cash at Jan 1	\$ 146,712.00	\$ 64,040.32	\$ 38,734.27	\$ 30,134.24
District Assessments	\$ 530,114.74	\$ 556,619.80	\$ 584,450.79	\$ 613,673.33
Additional Income	\$ 3,173.14	\$ 4,998.27	\$ 5,248.18	\$ 5,510.59
Interest Income	\$ 1,156.27	\$ 450.00	\$ 450.00	\$ 450.00
<i>Sub Total</i>	\$ 681,156.15	\$ 626,108.39	\$ 628,883.24	\$ 649,768.16
<u>Expense</u>				
Street Level Services	\$ 332,564.91	\$ 340,879.13	\$ 349,404.00	\$ 358,139.00
Landscape Contract	\$ 47,300.00	\$ 44,895.00	\$ 46,020.00	\$ 47,171.00
Santa Rosa Metro	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00
Insurance/Taxes	\$ 10,000.00	\$ 11,500.00	\$ 13,225.00	\$ 15,210.00
Annual Priorities	\$ 18,870.00	\$ -	\$ -	\$ -
Project Maintenance	\$ 24,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00
Website/Marketing	\$ 12,500.00	\$ 10,700.00	\$ 10,700.00	\$ 10,700.00
Events/Programming	\$ 9,480.92	\$ -	\$ -	\$ -
Misc. Direct Expense	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Contingency (3.5%)	\$ -	\$ -	\$ -	\$ -
<i>Sub Total</i>	\$ 617,115.83	\$ 587,374.13	\$ 598,749.00	\$ 610,620.00
<b>Account Balance</b>	\$ 64,040.32	\$ 38,734.27	\$ 30,134.24	\$ 39,148.16

Option B eliminates the landscape maintenance contract and transitions hours and equipment expenses to NexStreet to address landscaping issues. Option B only has the already approved 2024 increase and allows the cash flow to remain positive moving forward.

	2023	2024	2025	2026
<b>Income</b>				
Starting cash at Jan 1	\$ 146,712.00	\$ 75,606.27	\$ 90,470.99	\$ 94,970.63
District Assessments	\$ 530,114.74	\$ 556,619.80	\$ 556,619.80	\$ 556,619.80
Additional Income	\$ 3,173.14	\$ 4,998.27	\$ 4,998.27	\$ 4,998.27
Interest Income	\$ 1,156.27	\$ 450.00	\$ 450.00	\$ 450.00
<i>Sub Total</i>	\$ 681,156.15	\$ 637,674.34	\$ 652,539.06	\$ 657,038.70
<b>Expense</b>				
Street Level Services	\$ 334,473.96	\$ 345,603.35	\$ 354,243.43	\$ 363,099.52
Landscape Contract	\$ 35,010.00	\$ -	\$ -	\$ -
Santa Rosa Metro	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00
Insurance/Taxes	\$ 10,000.00	\$ 11,500.00	\$ 13,225.00	\$ 15,210.00
Annual Priorities	\$ 17,685.00	\$ -	\$ -	\$ -
Project Maintenance	\$ 24,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00
Website/Marketing	\$ 12,500.00	\$ 10,700.00	\$ 10,700.00	\$ 10,700.00
Events/Programming	\$ 9,480.92	\$ -	\$ -	\$ -
Misc. Direct Expense	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Contingency (3.5%)	\$ -	\$ -	\$ -	\$ -
<i>Sub Total</i>	\$ 605,549.88	\$ 547,203.35	\$ 557,568.43	\$ 568,409.52
<b>Account Balance</b>	\$ 75,606.27	\$ 90,470.99	\$ 94,970.63	\$ 88,629.18

Stevan Stankovich made a motion to recommend to the DAO board at the next meeting that they end the landscaping contract, authorize Nextstreet to purchase appropriate equipment and increase service hours to address landscaping needs. Pauline Block seconded the motion and it was unanimously approved.

## 9.0 ADJOURNMENT

Chair Hugh Futrell adjourned the meeting at 10:34 am.

<i>Attachment 2</i>							
2023 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
<b>1. Policy Initiatives</b>							
1. Expedite launching of EIFD	Ad Hoc Committee	High	n/a	In Process	2022		Council approved ROI and formation of PFA. Council selected top three choices. County needs to approve and appoint (7.11). Ongoing outreach to supervisors.
2. Adopt an office mitigation/incentive policy (parking; business licenses; TI permits; sign permitting; other) in 1-2Q 23	Board	High	n/a	In Process	2022		Shared in annual memo and goal setting memo. Council generally supported and in line with other council strategies around small business support.
3. Revise, clarify and make in perpetuity, park fee policy including flexibility, DAO involvement and comprehensive expenditure plan.	Executive Committee	High	n/a	In Process	January		General support from mayor; recommendations sent to CM per request - following up for meeting
4. Work with City staff on code enforcement regulations related to unmaintained buildings in Downtown core	Executive Committee	High	n/a	In Process	January		Recommendations made to City staff. DAO Ad Hoc reviewing draft with staff in July
5. Support City's development of overall homeless intervention strategy and policy, including specific strategies listed in section 2.0.	Executive Committee	High	n/a	In Process	January		Aiming to finalize RRS memo with board in July and share with City staff/council
6. Advocate for expanded Downtown parking strategy, which could include additional garage incentives, employee parking programs and support around enhanced EV infrastructure and programming.	Board	High	n/a	Not Started	March		Holistic study of parking needs/fees/structures to be conducted with feedback from Downtown community.
<b>2. Homelessness &amp; Public Safety</b>							
1. Working with CC, City and County, to improve intervention with homeless in Downtown and improve access to mental health and social workers	ED / Street Level Service Team	High	tbd	In Process	2022		Increased to twice weekly outreach Downtown - looking into long-term solutions that will begin to address negative impacts of increased services in the Downtown core
2. Support creation of Assistant City Attorney dedicated to ordinance enforcement	Board	High	tbd	In Process	January		On hold per council meeting on June 20 until new City Attorney is hired
3. Support City work in finalizing ordinance related to camping and excess belongings in Downtown core	Board	High	tbd	In Process	January		Feedback provided to staff. Expecting ordinance to go to council in August
4. Advocate for stronger, more regular and visible police presence in Downtown core	Board	High	tbd	Complete	January	Jun-23	Two DET officers added to budget process in June.
5. Push for allocation of one-time funds for additional safety and beautification deterrents, prioritizing lighting and CCTV	ED	High	tbd	In Process	2021		Board to determine if this is priority
<b>3. Event Management &amp; Marketing</b>							
1. Develop annual plan for marketing of Downtown Santa Rosa in collaboration with Chamber, to include website and social media	ED / Chamber Staff / Ad Hoc Committee	High	tbd	In Process	January		Ongoing engagement with website revamp; Digital Passport launched
2. Business Attraction Marketing Plan	Ad Hoc Committee	Medium	\$40,000 from City Sponsorship	In Process	2022		Photo shoot delayed due to cloudy conditions and rescheduled for end of July. Expecting final piece by end of August
3. Cross town transportation exploration and support	ED	Medium	tbd	In Process	January		No route forward for summer 2023 - need additional \$20k to launch winter pilot.
<b>4. Design &amp; Improvements</b>							
1. Oversee rebuilding of Asawa Fountain, working with City on casting of panels and installation	ED / Chair	High	dollars previously raised	In Process	2020		Final details from Foundry received - HFC to determine next steps
2. Support City's installation of artwork on Courthouse Square	ED	High	n/a	Complete	2020	Jan-23	Complete
3. Work with City (city cost) to replace broken benches with benches selected by DAO	ED	High	n/a	In Process	2020		Benches being ordered through maintenance. Date TBD

2023 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
4. Implement wayfinding program throughout District	Design & Improvement	High	\$30,000 from FY22	In Process	2022		New locations going to D&I committee to finalize submission and install
5. Oversee removal of vacant media boxes and establish media box installation policy	ED	Medium	n/a	In Process	2022		All media boxes have been surveyed (71). City staff have now undertaken this project throughout the City, and are anticipating getting removal completed this year. Requested that there be limitations on the number of boxes available in the Downtown area moving forward.
6. Replacement and addition of movable furniture and outdoor games in Square	ED	Low	City funded	Complete	2022		Purchased and out on Square.
<b>5. Board Culture/Governance</b>							
1. Develop pipeline of Executive Committee members and potential new board members that fill critical experience gaps	Board	High	n/a	In Process	March		Ongoing discussions with prospects
2. Finalize expansion of District with addition of Museum of Sonoma County	Board	High	n/a	Complete	February	30-Apr	Services began on April 30.
3. Determine assessment percentage increase	Board	High	n/a	In Process	March	Mar-23	Assessment increase recommended by board. Cadance working with City staff to ensure accurate numbers are provided to County.



To:

From: Downtown Action Organization and Historic Railroad Square Association

Date:

Re: Proposed strategy for addressing impacts

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With the increase in crime, drug use and distribution, and the abuse of public space occurring downtown, businesses, employees and members of the public are deeply concerned about the future of the heart of the City. Businesses are relocating from – or avoiding -- downtown. Downtown employment is falling. The public is increasingly reluctant to consider downtown as a viable choice for shopping and visiting. In recent months a tipping point has been reached. Action, comprehensive, effective and urgent, is needed.

As city consultants have pointed out, Downtown is the economic engine of the City. The problems of downtown affect not only downtown, and not only the community generally, but also pose a direct risk to the City's budget and financial solvency.

The Downtown Action Organization and Historic Railroad Square Association are willing partners in addressing these issues. Historic Railroad Square is investing in evening security to protect the public spaces and private properties within the District and reduce evening crime. The Downtown Action Organization is increasing hours of the NexStreet team to better address the daily impacts of the unsheltered transient population on the public and private spaces within the District. Both organizations are investing the bulk of their budgets to address these negative street impacts. But the CBDs can only do so much.

Individual businesses themselves are also expending large sums for security, additional clean-up, and marketing aimed at mitigating public perceptions about the downtown. Here too, businesses can only do so much.

Here are the additional or in some cases accelerated interventions needed from the City:

<b>Issue:</b>	<b>Public spaces and recreation areas (Jeju/Comstock/Greenway/Depot Park) are/feel unsafe for residents to use and enjoy. Graffiti, trash and human waste are pervasive.</b>
<b>Impacts:</b>	Relocation of retailers outside of Downtown due to ongoing challenges with unsheltered transient population and corresponding complaints from customers Heavy attention from street level services on cleaning human waste/trash/bulk clean-up Reduction in hotel occupancies and Transient Occupancy Tax receipts Negative comments and responses in news/social media, reinforcing public perceptions
<b>Action:</b>	Ordinance focusing on camping/misuse of public space/excess belongings (1) Police foot patrols and more visible enforcement – increase DET staff to ensure permanent presence downtown (2) Increased pedestrian level lighting and paths of sight (3) City Attorney's office enforcing misdemeanor violations to create accountability (4)

**Issue:** **Increase in overdoses, deaths, and untreated mentally ill downtown**  
**Impacts:** Death and overdoses; wandering and visibly ill and threatening  
Third degree trauma on Downtown workforce  
Further reinforcement of negative public perceptions  
**Action:** Increase of mental health caseworkers, including with InResponse, to utilize legally allowed requirements for holding individuals under stress (5150) and providing services for those most in need (5)  
Proactive and regularly scheduled visits from InResponse (6)  
Improvement of Catholic Charities intervention and placement model, and accountability for Catholic Charities (7)

**Issue:** **Abuse of Mall Parking Lot/Facilities/Staff – crime, waste, harassment**  
**Impacts:** Loss of current tenants and prospective tenants (6 national retailers)  
Reduction in shoppers  
Employee fear  
Shoppers fear of parking in certain areas  
**Action:** Work with Catholic Charities staff to ensure clientele are not pushed into surrounding streets when services close for lunch and end of day; active Catholic Charities enforcement program with Mall, DAO and police (8)  
Enforce existing Neighborhood Relations policy (City Council Resolution 2020-041) with Catholic Charities and Burbank Housing (9)  
Proactive and regularly scheduled visits to Mall from inResponse (10)

**Issue:** **Residents at Burbank Housing / Caritas Villages needing high level of support and services than is provided**  
**Impacts:** Increase in already existing issues in central business districts  
**Action:** Enforce existing Neighborhood Relations policy with ramifications for abuse off-site (11)  
Burbank Housing to strengthen detailed intake and selection process (12)  
Burbank Housing to provide 24/7 security on site (13)  
Service provider to provide 24/7 on site mental health services (14)  
Increase in foot patrols and more visible enforcement (2)  
CBD leadership to host regular meetings with Catholic Charities, Burbank Housing, and DET to address any challenges that arise (15)

**Issue:** **Vacant Buildings attracting criminal behavior and creating visible eyesores**  
**Impacts:** Heightened amount of cleaning and sanitation work  
Complaints from citizens and community  
Arson and infestation  
“Broken Window” impacts triggering other crimes  
Direct effect on businesses, neighboring properties and potential development  
**Action:** City-wide ordinance to address vacant properties and require owners have a duty to maintain (16)  
Assistant City Attorney to address code violations (4)  
CBDs to play supporting role to minimize impact to City staff (17)

**Issue:** **Increase in impacts of transient population since Catholic Charities drop-in center reopened**



**DRAFT – JULY 2023**

Impacts: Street services spend majority of time supporting unsheltered transient community and cleaning up after them  
Burden lies on business community

Action: Catholic Charities to provide support for closed hours as well as transportation to shelter at end of day (18)

**Issue: Transit Mall has increasingly become center for criminal behavior**

Impacts: Spillover into adjacent areas and Downtown

Action: Full-time Transit Mall security (19)

Regular police foot patrol/visible enforcement (2)

**Issue: Overconcentration of services in Downtown core**

Impacts: Major impact on downtown businesses due to costs and fewer customers (perception of safety and cleanliness); increase in crime; impact on willingness of community to visit and shop downtown; reduction in hotel stays and city revenues

Unsheltered transient population is too large to serve with existing services

Action: Commitment from Council to reduce or relocate existing services, as possible, to areas outside of Downtown core (20)

Commitment from Council for no further services to be opened in the Downtown (21)