



DOWNTOWN ACTION ORGANIZATION (DAO)
Board Meeting, January 18, 2023, 9am
TLCD Architecture: 520 3rd Street, Suite 250, Santa Rosa, CA 95401

AGENDA

- 1.0 CALL TO ORDER** Hugh Futrell
- 2.0 PUBLIC COMMENTS ON NON-AGENDA ITEMS (limited to two minutes each)**
Comments from the public will be allowed on all agenda items at the time each item is called.
- 3.0 CONFLICTS OF INTEREST OR ABSTENTIONS** Hugh Futrell
- 4.0 ACTION: CONSENT ITEM** Hugh Futrell
4.1 December 21, 2022 Meeting Minutes (*Attachment 1*)
- 5.0 ACTION: APPROVAL OF FINANCIAL STATEMENTS** Joe Dietzen
5.1 Monthly Financial Statements ending December 31, 2022 (*Attachment 2*)
- 6.0 DISCUSSION: BOARD MEMBER UPDATES (two minutes each)** All
Board members to share one change they hope to see Downtown in 2023
- 7.0 REPORT & DISCUSSION: EXECUTIVE DIRECTOR** Cadance Hinkle Allinson
Updates shared on business and development changes within the District (*Attachment 3*), street level services and other relevant updates on ongoing discussions.
- 8.0 REPORT & DISCUSSION: EXECUTIVE COMMITTEE** Hugh Futrell
Chair and members of Executive Committee will report on activities and focus of Committee.
- 9.0 ACTION: SELECTION OF 2023 EXECUTIVE COMMITTEE** Cadance Hinkle Allinson
Board will vote to select 2023 DAO Executive Committee to serve one year term. Nominations open from the floor. The following board members have expressed interest in serving.
- Immediate Past Chair: Natalie Balfour
Chair: Hugh Futrell
Vice Chair: Pauline Block
Treasurer: Joe Dietzen
Secretary: Stevan Stankovich
- 10.0 ACTION: APPROVAL OF 2023 DAO WORK PLAN** All
Board will review, discuss, amend, and approve 2023 work plan of DAO, which will guide direction of the organization's annual policy memo and work of Executive Director, and shall be revisited monthly for the duration of the fiscal year. (*Attachment 4*)
- 11.0 ADJOURNMENT** Hugh Futrell

DOWNTOWN ACTION ORGANIZATION (DAO)
Board Meeting, December 21, 2022, 9am
coLAB, 427 Mendocino Ave, Suite 100, Santa Rosa, CA 95401

Present: Chad Asay, Leeanna Ausiello-Kane, Natalie Balfour, Zach Berkowitz, Pauline Block, Raissa de la Rosa, Chris Denny, Joe Dietzen, Charles Evans, Hugh Futrell, Nicole Gaddis, Caitlin Kurasek, Bernie Schwartz, Stevan Stankovich, Don Tomasi, Doug Van Dyke

Absent: Peter Stanley

Santa Rosa Metro Chamber Staff: 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

Motion to approve consent item, November 16, 2022 Board Meeting Minutes was unanimously passed. Bernie abstained.

5.0 ACTION: APPROVAL OF FINANCIAL STATEMENTS

Joe Dietzen provided a review of the DAO financial statements ending November 30. He noted that the final assessment check of the year was received and everything else was in line with budget.

Motion to approve the financial report as presented was unanimously passed.

6.0 DISCUSSION: BOARD MEMBER UPDATES (two minutes each)

Board members shared their favorite holiday traditions and introduced themselves.

7.0 REPORT & DISCUSSION: EXECUTIVE DIRECTOR

Cadance provided the following updates.

At the December 13 council meeting, the Development Incentives and policy that dedicated 100% of parks funding from Downtown projects to Downtown, was extended through August of 2026. While this is helpful for the developments that are underway or in process, it does not necessarily impact future projects.

She hopes to have information soon about which councilmembers are sitting on the Downtown Subcommittee.

Raissa provided an update on the EIFD sharing that the contract was rerouted and all directions and decisions will be made out of the City Managers office, including negotiating with the County when the time comes.

Raissa also shared that the Façade Improvement Project will have an application available in January and it will be retroactive.

Cadance has been working with City staff and Catholic Charities to increase the impact of the outreach team Downtown. They are now coming through twice per week, as long as there are no other conflicts, such as a warming station or large encampment. There have also been some larger conversations about the impact that Caritas has had on Downtown.

Captain Cregan wants to host a meeting with the property and business owners in the new year and Cadance is working on a date with him.

She has been informed by City staff that some of the ongoing projects, like the media boxes and *Unum* will be complete by year end.

The wayfinding project is still moving forward but has seen some significant delays and is now looking at the end of first quarter for installation. The committee has not finalized the design yet but plans to do it in the new year.

The Executive Committee will be drafting and reviewing a contract for the addition of the Museum into the District, which the board can expect to see on the agenda in February or March for review.

Chamber staff have been managing the Winter Lights rink and it seems to be going well.

At the January meeting, the Executive Committee will be selected. She let board members to know to share their interest with her. She also expects the Annual Report to be ready for the January meeting.

Hugh provided additional context on the EIFD being a tool that can be used, with the approval of Council and the Board of Supervisors, to divert a portion of increased property taxes within Downtown for infrastructure development. He reiterated how exciting it was to see the City moving forward on such a significant project.

8.0 REPORT & DISCUSSION: EXECUTIVE COMMITTEE

Hugh shared that Executive Committee discussed ongoing challenges with the homeless population, the development incentives and establishing a working group with the City to determine how to spend park and EIFD funds, which remains an important agenda item.

Hugh shared the Executive Committee and Executive Director would be reaching out to the new mayor, since she historically hasn't engaged in the work of the DAO, and share information with her.

Hugh reminded everyone that the Executive Committee only operates within the authority provided by the Board and board members should feel free to question or engage in the work of the Executive Committee.

9.0 ACTION: APPROVAL OF 2023 BUDGET

Joe provided an overview of the proposed budget highlighting the recurring expenses as well as the maintenance and marketing line items, explaining that the proposed budget has a significant deficit. Hugh explained that this might have to be revisited mid-year and that an assessment increase would likely need to be discussed.

A discussion occurred about the potential impact of EIFD and park funds on the District budget.

A discussion ensued about the EIFD timeline of available funds and the importance of negotiating with the county for the highest possible percentage. This is an incredibly important funding source and it will need to be monitored carefully.

Doug Van Dyke made a motion to approve the budget as presented. Charles Evans seconded the motion. A brief discussion about the projected deficit occurred. The motion was unanimously approved.

DAO 2022 FYE Budget Projection & 2023 Budget Proposal

	2022 Proposed Budget	2022 Projected	2023 Proposed Budget	Notes
Income				
District Assessment	\$ 533,025.26	\$ 530,115.00	\$ 530,115.00	
Event Sponsorship	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
Interest Income	\$ 1,000.00	\$ 1,574.00	\$ 1,000.00	
TOTAL INCOME	\$ 534,025.26	\$ 538,689.00	\$ 533,115.00	
Expense				
Primary District Services <i>(Monthly Recurring Expense)</i>	\$325,000.00	\$ 301,271.00	\$363,897.00	Adding 1/2 staff to NexStreet to handle weeding, removing weeding from BrightView contract
SR Metro Chamber Contract <i>(Monthly Recurring Expense)</i>	\$ 160,000.00	\$ 159,916.00	\$ 160,000.00	StreetPlus and DAO office use, utilities, IT, supplies and equipment, HR support, accounting and bookkeeping, Chamber employee salary/benefits
Insurance/Taxes <i>(Annual Recurring Expense)</i>	\$ 10,000.00	\$ 8,819.00	\$ 10,000.00	
Annual Priorities	\$ 50,000.00	\$ 13,287.00	\$ -	
Project Maintenance	\$ 25,000.00	\$ 27,280.00	\$ 24,000.00	See list of annual maintenance items based on past annual priorities
Marketing/Events	\$ 1,500.00	\$ 1,500.00	\$ 14,500.00	Includes \$2,000 raised for event sponsorship and ongoing marketing expenses
Misc Direct Expenses	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	
Contingency	\$ 32,000.00	\$ -	\$ 18,554.03	3.5% per MDP
TOTAL EXPENSE	\$ 605,900.00	\$ 514,473.00	\$ 593,351.03	
NET INCOME	\$ (71,874.74)	\$ 24,216.00	\$ (60,236.03)	

10.0 APPROVAL OF 2023 BOARD MEMBER CANDIDATES

Pauline Block thanked those terming off the board: Charles Evans, Bernie Schwartz and Doug Van Dyke. She provided an overview of the nomination process and introduced the slate of nominees: Chad Asay, Nicole Gaddis and Argo Thompson.

Hugh Futrell reiterated Pauline’s comments about the impact of Charles, Doug and Bernie and thanked them for their service.

Doug Van Dyke moved to approve the slate of nominees as presented. Natalie Balfour seconded the motion.

A question was raised about whether other candidates were considered and Pauline shared that there was interest, but only three were interviewed.

The motion was unanimously approved.

**2023 Slate of DAO Board Member Nominations
By DAO Nominating Committee
Pauline Block, Chair, Don Tomasi and Stevan Stankovich
December 21, 2022**

Name	Status	Term Ending
Chad Asay	New Board Member	December 2023
Zach Berkowitz	Returning Board Member	December 2025
Raissa de la Rosa	Returning Board Member	December 2025
Chris Denny	Returning Board Member	December 2025
Joe Dietzen	Returning Board Member	December 2023
Nicole Gaddis	New Board Member	December 2023
Don Tomasi	Returning Board Member	December 2025
Argo Thompson	New Board Member	December 2023

11.0 DISCUSSION: ADDRESSING VACANT BUILDINGS DOWNTOWN

The board discussed the memo provided by board chair around potential avenues for addressing issues caused by vacant buildings in the Downtown core.

The board discussed both the safety and aesthetic issues with having vacant or abandoned and neglected buildings in the Downtown, specifically the negative economic impact. Discussion also focused on the ongoing challenges of having out-of-town property owners or those who owe little to nothing on the property and not having incentive to make positive changes.

Chris Denny reminded the board of the importance of making changes that meet both safety and aesthetic needs.

Context was provided for existing code enforcement, being strictly reactive to anonymous complaints and not actively seeking out issues.

A discussion occurred about the vacancy tax, or other motivating factors including creation of an ordinance or city code, for properties that need to be improved.

Don reiterated the need to not have barricades and fencing as part of an aesthetic requirement.

The possibility of a city code that has clear and direct appearance and maintenance standards was discussed, along with the potential of the DAO being given the authority to act and enforce.

It was suggested that the DAO provide a list of the problem properties and current code violations to the City as well as list out actions the DAO would like to take and make a clear pathway for the City to take action that minimizes staff time as well as budget impact.

A discussion occurred about the necessity of no trespass letters and how to make them more effective, or to empower the DAO to activate them for properties without one.

It was reiterated that the board needed to be very clear about their approach and take into account the risk for unintended consequences.

Chad commented about the need to create a standard that fairly judges all buildings and the importance of making a clear distinction between safety issues and building abandonment.

Chad also shared that there might be additional opportunities for funding for municipalities through the Inflation Reduction Act.

The Executive Committee will further discuss the topic and bring back to the Board, with specific actions and recommendations that lay out a clear pathway forward for the City.

12.0 ADJOURNMENT

Hugh Futrell adjourned at 10:35am.

5:26 PM

01/10/23

Accrual Basis

Downtown Action Organization Incorporated
Balance Sheet
As of December 31, 2022

	Dec 31, 22
ASSETS	
Current Assets	
Checking/Savings	
1000000 · DAO OPERATING FUNDS	
1000100 · Earmarked Project Cash-Poppy	132,544.33
1001000 · District Funds Savings-Poppy	143,201.51
1010000 · DAO Operating-Poppy	3,510.26
Total 1000000 · DAO OPERATING FUNDS	279,256.10
Total Checking/Savings	279,256.10
Other Current Assets	
1100000 · District Revenue Receivables	356,370.19
Total Other Current Assets	356,370.19
Total Current Assets	635,626.29
TOTAL ASSETS	635,626.29
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	41,105.25
Total Accounts Payable	41,105.25
Total Current Liabilities	41,105.25
Total Liabilities	41,105.25
Equity	
32000 · Unrestricted Net Assets	578,237.76
Net Income	16,283.28
Total Equity	594,521.04
TOTAL LIABILITIES & EQUITY	635,626.29

2022 DAO Budget and Cash Flow Projection															
Income	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total	YE Projection	\$ From Budget
Starting cash at 1/1/22	89,967.32														
District Assessments	\$353,460	\$0	\$0	\$0	\$0	\$155,629	\$0	\$0	\$0	\$0	\$21,027	\$0	\$530,115	\$530,115	\$0
Events/Programming	\$0	\$0	\$2,000	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000		
Interest Income	\$0	\$0	\$402	\$0	\$0	\$437	\$0	\$0	\$435	\$0	\$0	\$0	\$1,274	\$1,274	\$0
<i>Sub Total</i>	\$443,427	\$0	\$2,402	\$0	\$0	\$161,065	\$0	\$0	\$435	\$0	\$21,027	\$0	\$538,389	\$538,389	\$0
<i>Cash at Beginning of Month</i>	\$443,427	\$407,921	\$379,279	\$344,474	\$306,662	\$430,952	\$395,501	\$338,420	\$295,007	\$245,006	\$207,970	\$160,027			
Expense															
Street Level Services	\$22,172	\$17,407	\$16,772	\$15,995	\$16,460	\$11,834	\$32,135	\$24,102	\$24,518	\$24,542	\$24,435	\$27,772	\$325,000	\$258,143	\$66,857
Landscape Contract	\$0	\$0	\$2,700	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$64,800	\$51,300	\$13,500
Santa Rosa Metro	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,249	\$13,333	\$13,333	\$13,333	\$13,333	\$160,000	\$159,916	\$84
Insurance/Taxes	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$2,600	\$0	\$3,200	\$2,919	\$10,000	\$8,919	\$1,081
Annual Priorities	\$0	\$0	\$0	\$0	\$1,582	\$3,456	\$0	\$0	\$1,750	\$4,000	\$0	\$2,500	\$50,000	\$13,287	\$36,713
Project Maintenance	\$0	\$0	\$1,800	\$800	\$0	\$1,200	\$3,538	\$600	\$2,400	\$10,367	\$1,575	\$3,551	\$25,000	\$25,831	-\$831
Website/Marketing	\$0	\$0	\$0	\$40	\$0	\$48	\$23	\$40	\$0	\$420	\$0	\$78	\$1,500	\$648	\$852
Events/Programming	\$0	\$0	\$0	\$1,862	\$0	\$0	\$2,652	\$17	\$0	\$0	\$0	\$0	\$7,000	\$4,531	\$2,469
Misc. Direct Expense	\$0	\$305	\$0	\$382	\$0	\$180	\$0	\$440	\$0	\$0	\$0	\$868	\$2,400	\$2,174	\$226
Contingency (6% - \$31,776)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,000	\$0	\$32,000
<i>Sub Total</i>	\$35,506	\$31,045	\$34,805	\$37,812	\$36,775	\$35,451	\$57,081	\$43,848	\$50,002	\$58,062	\$47,943	\$56,420	\$677,700	\$524,750	\$152,950
Account Balance	\$407,921	\$376,876	\$344,474	\$306,662	\$269,887	\$395,501	\$338,420	\$294,572	\$245,006	\$186,944	\$160,027	\$103,607			

Downtown Action Organization Incorporated Profit & Loss Budget Performance

December 2022

	Dec 22	Budget	\$ Over Budget	% of Budget	Jan - Dec 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
Ordinary Income/Expense									
Income									
4100000 · District Assessments	44,418.79	44,418.77	0.02	100.0%	533,025.26	533,025.26	0.00	100.0%	533,025.26
4100002 · Interest Income	0.00	250.00	-250.00	0.0%	1,535.78	1,000.00	535.78	153.6%	1,000.00
4200000 · DAO Activities									
4200002 · Events/Programming	0.00				7,000.00				
Total 4200000 · DAO Activities	0.00				7,000.00				
Total Income	44,418.79	44,668.77	-249.98	99.4%	541,561.04	534,025.26	7,535.78	101.4%	534,025.26
Gross Profit	44,418.79	44,668.77	-249.98	99.4%	541,561.04	534,025.26	7,535.78	101.4%	534,025.26
Expense									
5100000 · PRIMARY DISTRICT SERVICES									
5100001 · Street Level Services	27,771.92	20,603.33	7,168.59	134.8%	258,143.31	260,200.00	-2,056.69	99.2%	260,200.00
5100002 · Landscape Services	5,400.00	6,480.00	-1,080.00	83.3%	51,300.00	64,800.00	-13,500.00	79.2%	64,800.00
Total 5100000 · PRIMARY DISTRICT SERVICES	33,171.92	27,083.33	6,088.59	122.5%	309,443.31	325,000.00	-15,556.69	95.2%	325,000.00
5200000 · DISTRICT IMPROVEMENTS									
5200001 · Annual Priorities	2,500.00	4,166.67	-1,666.67	60.0%	13,287.48	50,000.00	-36,712.52	26.6%	50,000.00
5200002 · Project Maintenance	3,550.84	2,083.33	1,467.51	170.4%	25,830.62	25,000.00	830.62	103.3%	25,000.00
5200003 · Website/Social Media	77.54	125.00	-47.46	62.0%	1,131.26	1,500.00	-368.74	75.4%	1,500.00
Total 5200000 · DISTRICT IMPROVEMENTS	6,128.38	6,375.00	-246.62	96.1%	40,249.36	76,500.00	-36,250.64	52.6%	76,500.00
5300000 · MARKETING									
5300001 · Events/Programming	0.00				4,531.32				
Total 5300000 · MARKETING	0.00				4,531.32				
5400000 · DISTRICT MANAGEMENT									
5400001 · SR Metro Chamber Contract	13,333.33	13,333.33	0.00	100.0%	159,960.86	160,000.00	-39.14	100.0%	160,000.00
5400003 · Insurance/Taxes	2,919.00	5,000.00	-2,081.00	58.4%	8,919.00	10,000.00	-1,081.00	89.2%	10,000.00
5400004 · Misc Direct Expenses	867.73	200.00	667.73	433.9%	2,173.91	2,400.00	-226.09	90.6%	2,400.00
Total 5400000 · DISTRICT MANAGEMENT	17,120.06	18,533.33	-1,413.27	92.4%	171,053.77	172,400.00	-1,346.23	99.2%	172,400.00
5500000 · CONTINGENCY									
5500001 · Contingency - Misc Expense	0.00	2,666.67	-2,666.67	0.0%	0.00	32,000.00	-32,000.00	0.0%	32,000.00
Total 5500000 · CONTINGENCY	0.00	2,666.67	-2,666.67	0.0%	0.00	32,000.00	-32,000.00	0.0%	32,000.00
Total Expense	56,420.36	54,658.33	1,762.03	103.2%	525,277.76	605,900.00	-80,622.24	86.7%	605,900.00
Net Ordinary Income	-12,001.57	-9,989.56	-2,012.01	120.1%	16,283.28	-71,874.74	88,158.02	-22.7%	-71,874.74
Net Income	-12,001.57	-9,989.56	-2,012.01	120.1%	16,283.28	-71,874.74	88,158.02	-22.7%	-71,874.74

Attachment 3							
2022 DOWNTOWN DEVELOPMENT TRACKER							
ADDRESS	DEVELOPER	NO. UNITS	NO. AFFORDABLE	AFFORDABILITY LEVELS	DESCRIPTION	STORIES	STATUS
888 4th Street	HFC	108			888 Fourth Street, a sleek seven story urban tower now under construction, is 108 one- and two-bedroom apartments, with an array of alluring common amenities such as a rooftop spa and recreation terrace with spectacular 180 degree views of the surrounding hills and city lights, elevated zen courtyard, ground-level picnic garden, fitness center, business rooms, café and relaxation lobby and private garage parking. Scheduled completion 2Q23.	7	Completion expected 2022
556 Ross Street	Cornerstone	118	118	Affordable by Design / Market Rate	The 556 Ross Street infill development proposed by Cornerstone would provide local residents a crucial new housing option in the downtown city core that has the potential to spur community-centered growth where people can live, work, shop and play in a thriving urban space. The Ross Street development proposes an 8-story, residential mixed-use building comprised of 118 "affordable by design" market-rate studio, one-, and two-bedroom+ apartments. The affordable by design dimension of this project will contribute to an important component of our housing stock and help meet the demand from a broad cross-section of our community. A childcare facility will be located on the ground floor.	8	Zoning Administrator Approval - July 11, Expected Construction Spring 2023
420 Mendocino Ave / 433 Riley Street / 611 5th Street	Related/Zach Berkowitz	161			The project site is 27,691 square feet and is located on three parcels - 420 Mendocino Avenue, 433 Riley Street, and 611 Fifth Street. The sites are currently occupied by one single story masonry commercial building and an open air parking lot. The project proposes an approximately 169,000 square foot, 8-story, Type III over Type I building with 161 residential units. The building will also provide ground-floor commercial, amenity, and service space including a parking garage with a semiautomated parking system. Reported construction start 1Q23.	8	Approved
891 3rd Street	HFC	18			Proposed future three-story, 18-unit, 9,450-square-foot, multi-family building.	3	Building permit about to be issued
425 Humboldt Street	Tom Robertson	95			New construction of an eight (8) story mixed-use apartment building: 95 dwelling units in six (6) stories over two (2) stories of parking. Ground floor uses include lobby with mezzanine, leasing office, mail and parcel rooms, and an office for a separate tenant. Resident amenities include ground floor bike storage, pet grooming station, fitness area, and shared outdoor space.	6	In Progress
528 B Street	Morrison Karsten Group	24	No	Market Rate	Located at 528 B. Street in Downtown Santa Rosa, the proposed infill development project would consist of (1) demolition of an existing 2,400 sf office building and (2) construction of a 5-story, 36,650 sf mixed use building comprised of ground floor multi-tenant commercial office space and 24 market-rate multi-family units on floors 2-5 (20 one- and 4 two-bedroom apartments). All required parking would be located in City Parking Garage #1 adjacent to the project. Major Design Review and Major Landmark Alteration Permit review are required.	5	In Progress
1 Santa Rosa Avenue	SRA LLC	120	3	50%	The "1 Santa Rosa" development introduces much desired high-density housing into downtown Santa Rosa. The project will transform a vacant commercial bank building (with surface parking) into a contemporary apartment living environment that offers plentiful resident amenity spaces and activated street level uses to help enliven and frame the adjacent Courthouse Square. Importantly, the Project is adjacent to the 2nd Street Transit Mall that creates extremely convenient connectivity to public transit, while its proximity to the Square and downtown commercial amenities will promote walking and bicycling rather than automobile use. Indeed, 1 Santa Rosa will not provide on-site parking, but, instead, will offer resident parking at the adjoining parking garage across 2nd Street through a proposed parking arrangement with the City. Reported to be in redesign.	7	In contract
501 4th Street	Hitouch Service, LLC	71					Pre-Entitlement
589 Mendocino Ave	Hitouch Service, LLC	39					Pre-Entitlement
10 E Street	HFC	54			Final and preliminary design review submitted. Possible construction begin 4Q 23.		Applied

<i>Attachment 4</i>							
2023 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
1. Policy Initiatives							
1. Expedite launching of EIFD	Ad Hoc Committee	High	n/a	In Process	2022		Contract with City Attorney's office
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		Discussed at August Downtown & Econ. Development Subcommittees with focus on sign updates and TIs. Ongoing follow up with City staff.
3. Complete a long-term downtown surface and garage parking plan (including no development on designated lots or garages)	Board	High	n/a	In Process	2022		Ongoing discussions as future use of 3rd Street Garage
4. Extend Parks policy (park fees collected downtown spent downtown) beyond 2026 to exist in perpetuity, with opportunity to review	Executive Committee	High	n/a	Not Started	January		Extend date set in 2023 to better benefit future, as yet unknown, developments
5. Work with City staff on code enforcement regulations related to unmaintained buildings in Downtown core	Executive Committee	High	n/a	Not Started	January		Determine how DAO can play supporting role in finalizing code changes, enforcement and informally addressing problem buildings in the Downtown
6. Homeless Intervention Policy Initiative to expand current city ordinance development	Executive Committee	High	n/a	Not Started	January		Ties into Homeless and Public Safety item 3 and provides needed support for formal creation of ordinance to address issues related to excess belongings in the Downtown.
7. Advocate for additional parking incentives, which could include free weekends and free after 5pm.	Board	Medium	n/a	Not Started	January		Board to determine what incentives would be needed
2. Homelessness & Public Safety							
1. Working with Catholic Charities and City, improve intervention with homeless in the downtown and improve access to caseworkers	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	Not Started	January		Work with City to understand capacity to focus on code enforcement and potential need for expanded City staff
3. Support City work in finalizing ordinance related to camping and excess belongings in Downtown core	Board	High	tbd	Not Started	January		Ties into Policy Initiative item 6 and moves forward ongoing discussions with council and staff to address challenges Downtown, and city-wide
4. Advocate for stronger, more regular and visible police presence in Downtown core	Board	High	tbd	Not Started	January		Potential for full outreach support of added budget
5. Push for installation of city-wide CCTV system in Downtown Core	ED	Low	tbd	In Process	2021		Board to determine if this is priority
3. Event Management & Marketing							
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	Not Started	January		Engage in Chamber's revamping of Downtown website and ongoing online promotions
2. Business Attraction Marketing Plan	Ad Hoc Committee	Medium	\$40,000 from City Sponsorship	In Process	2022		Finalize plan focused on bringing new business to Downtown
3. Revisit concept and cost of establishing a BIA	Executive Committee	Medium	tbd	Not Started	January		Determine potential cost for establishing BIA and whether to pursue.
4. Cross town transportation exploration and support	ED	Medium	tbd	Not Started	January		Work with relevant organizations to develop plan for cross town transportation uniting Railroad Square and SMART station with Downtown via trolley
4. Design & Improvements							

2023 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
1. Oversee rebuilding of Asawa Fountain, working with City on casting of panels and installation	ED / Chair	High	dollars previously raised	In Process	2020		Expecting shop drawings from City contractor by December, then able to proceed with fountain engineering
2. Support City's installation of artwork on Courthouse Square	ED	High	n/a	In Process	2020		Completion expected January 2023
3. Work with City (city cost) to replace broken benches with benches selected by DAO	ED	High	n/a	In Process	2020		Ongoing discussions
4. Implement wayfinding program throughout District	Design & Improvement	High	\$30,000 from FY22	In Process	2022		Design, fabrication, installation and online estimate at \$35,000. Final sign design approval delayed by committee until January 2023 - installation in spring.
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 said they'll be removed by the end of the year and have been in contact about doing so. 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 entertainment in Square	ED	Low	\$5,000 allocated in 2023 Budget	Not Started	2022		Inventory and order replacements prior to spring/summer
5. Board Culture/Governance							
1. Develop pipeline of Executive Committee members and potential new board members that fill critical experience gaps	Board	High	n/a	In Process	March		Board to discuss in early 2023 needs of future board and begin to solicit engagement
2. Finalize expansion of District with addition of Museum of Sonoma County	Board	High	n/a	In Process	February		Board to complete contract with Museum of Sonoma County adding them informally to District with potential for formal addition at later date.
3. Determine assessment percentage increase	Board	High	n/a	Not Started	February		Board to discuss and finalize 2024 assessment increase.