Meeting Agenda

Downtown Action Organization
Board of Directors

Date:
November 18, 2026, 9:15am

Location:
coLAB
427 Mendocino Avenue
Santa Rosa, CA 95401

1.0 CALL TO ORDER

Chair Pauline Block will call the meeting to order at 9:15am.

2.0 PUBLIC COMMENTS ON NON AGENDA ITEMS

Any public requests for future agenda items or comments not related to the agenda are allowed and limited to two minutes each. Comments from the public will be allowed on all agenda items at the time each item is called and limited to two minutes each.

3.0 CONFLICTS OF INTEREST OR ABSTENTIONS

Board members should declare if they have any personal conflicts of interest or need to abstain from participation in any items on the agenda.

4.0 ACTION: CONSENT ITEMS

Attachment 1
Attachment 2
Attachment 3

4.1 October 21, 2026 Meeting Minutes
4.2 Financial Statements ending October 31, 2026
4.3 Credit Card Policy

5.0 REPORT: EXECUTIVE DIRECTOR

Attachment 4
Attachment 5

- Report on Clean & Safe Team provided by Block By Block
- Report on Annual DAO Workplan
- General updates on ongoing items

6.0 REPORT: EXECUTIVE COMMITTEE

Attachment 6

- Board Attendance Report
- Report on previous Executive Committee meeting and upcoming agenda topics

7.0 REPORTS: ADVISORY COMMITTEES

7.1 Consultant Recruitment Committee

8.0 ACTION: RESPONSE TO CITY ON ENTERTAINMENT ZONE

Board to review Executive Committee recommendation to respond to the City's request for the DAO to take on the role of Entertainment Zone Project Lead with:

The DAO is willing to host information about the Entertainment Zone on their website as well as share information about the Entertainment Zone with Downtown businesses. The organization does not have the structure or resources to commit more at this time. If there is an opportunity for resource allocation in the future, the DAO can revisit their role as an organization. Any additional support for the City's initiative, would have to include extremely clear roles and responsibilities as well as additional resources.

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9.0 ACTION: MEMO FROM COURTHOUSE SQUARE IMPROVEMENT AD HOC COMMITTEE

Attachment 7

Board to review memo from Courthouse Square Ad Hoc Improvement Committee and vote whether to support the items included in the memo, which has been recommended by the Executive Committee.

10.0 ACTION: REVIEW & APPROVE RECOMMENDATIONS FOR 2027 DAO BOARD SEATS

Board to discuss and consider for approval the Nominating Committee's recommendations, approved by the Executive Committee, to:

Offer initial one year terms (January 1, 2027-Decemebr 31, 2027) to the following nominees for seats on the DAO Board:

- Karen Wise, Museum of Sonoma County
- Jessica Hoover, Sonoma County Library
- Harsh Walia, It's A Grind Coffee

Encourage nominee Neal Hellman, Airport Business Center, to get involved with the organization and the Downtown community.

Offer an additional two year term, ending December 31, 2028, to the following existing board members with terms expiring December 31, 2026:

- Amanda Kurt
- Ken Lafranchi

Offer an additional three year term, ending December 31, 2029, to the following existing board members with terms expiring December 31, 2026:

- Pauline Block
- Britt Cooper
- Leeanna Kane
- Caitlin Kurasek
- Danielle Nelson

11.0 FUTURE AGENDA ITEMS

Committee members to share any future items they wish to be considered.

12.0 ADJOURNMENT

Chair to adjourn meeting.

Downtown Action Organization (DAO) does not discriminate on the basis of disability in the admissions or access to, or treatment of or employment in, its programs or activities. Disability-related aids or services, including printed information in alternate formats, to enable persons with disabilities to participate in public meetings and programs are available by contacting (707) 304-7778, ext. 800 one week prior to the meeting. Meeting information can also be accessed online at https://www.downtownsantarosa.org/about/dao.

Attachment 1

DAO Board Meeting - October 21, 2026, 9:15am
coLAB - Collaboration Lab
427 Mendocino Avenue, Santa Rosa, CA 95401

Board Present: Beau Anderson, Leeanna Ausiello-Kane, Zach Berkowitz, Chris Denny, Nicole Gaddis, Caitlin Kurasek, Amanda Kurt, Ken Lafranchi, Hali Lenox, Danielle Nelson, Gabe Osburn, Argo Thompson

Absent: Pauline Block, Britt Cooper, Don Tomasi

Executive Director: Cadance Hinkle Allinson

M I N U T E S

1.0 CALL TO ORDER
Vice Chair Chris Denny called the meeting to order at 9:18am

2.0 PUBLIC COMMENTS ON NON-AGENDA ITEMS (limited to two minutes each)
Karen Wise from the Museum of Sonoma County shared that there were three weeks left to see the Running Fence exhibit at the Museum of Sonoma County.

3.0 CONFLICTS OF INTEREST OR ABSTENTIONS
There were no conflicts of interest or abstentions.

4.0 ACTION: CONSENT ITEMS
Amanda noted that the Ross Street income and expenses will be adjusted to match before the financials are completed for the month.

Danielle Nelson made a motion to approve consent item 4.1, September 16 Meeting Minutes and consent item 4.1 Financial Statements ending September 30, 2026, with the recommended edits from the Treasurer. Leanna Ausiello-Kane seconded the motion and without further discussion, it was unanimously approved.

5.0 PRESENTATION: PROPERTY SWAP
Hugh Futrell provided information on the proposed property swap between the Hugh Futrell Corporation (HFC) and the City of Santa Rosa.

The exchange transaction, which might close in spring 2027, will have the City providing cash and a transfer of all buildings on the City Hall campus, including the annex, City Hall, the old West America Building and the Old Chamber building to HFC, in exchange for the Museum on the Square building. The transaction allows the City to centralize services as well as avoid deferred maintenance expenses on the campus.

He explained the complexities of the properties and shared potential plans for each site as well as the opportunities future developments would create for Downtown.

Gabe provided feedback about why a property swap makes sense from the City's perspective.

6.0 REPORT: EXECUTIVE DIRECTOR

Cadance Hinkle Allinson, provided the following report:

She noted that Block By Block hired a new staff member who started last week. She also noted another small uptick in calls for service, which she understands is due to the mall and Macy's starting to request services.

Railroad Square reached out again to request support from Block By Block and after determining they were looking for someone for less than 20 hours a week, she let them know that Block By Block was not the appropriate service for them.

Rachel Beer reached out about a flyer to put into bags for an upcoming CalEd conference. Cadance made bookmarks that link to the Local Favorites guide on the website.

Social media is being managed very effectively right now by Chelsea Wood, though she noted another person would need to be found as Chelsea anticipates wrapping up November 15.

A coffee shop, yarn store, barber shop and B-OSS have all opened Downtown. She understands there are plans for the old Stanroy's and the old Made Local, but hasn't connected with either owner. She plans to follow up with the Wine Bar and Marla Bakery to see how things are going.

Cadance noted there was a survey for Fremont Park, which would be going out in this week's newsletter to the Downtown Community. The newsletter will also include notice of her last day.

She provided the following workplan updates:

Item 1.1: She attended the Study Session when Downtown Infrastructure was discussed and is pleased that staff is identifying funding and pushing items forward.

Item 2.1: Ross Street has been extremely challenging to manage and she anticipated that the project might be slightly over budget due to last minute changes from some of

the organizers. She reiterated that the DAO would need to review how to move forward with similar programs in the future.

Item 3.2: The plant signage was installed last week and extras are with the Clean & Safe team. She noted that plants continue to be destroyed and she recommended that the Native Plant team be hired to provide regular reviews and maintenance.

Item 3.3: Given recent conversations about sidewalk trees, the tree program is going to be paused for the next few months.

Karen asked whether there was a standard way of welcoming new businesses to Downtown. Cadance let her know there was a template email that directed them to all the online resources that were developed with the new website.

7.0 REPORT: EXECUTIVE COMMITTEE

Vice Chair Chris Denny provided the following report:

Entertainment Zone conversations are ongoing, and he anticipates a decision coming to the board at some point in the future about the DAO's role between the City and the businesses that participate. This will be an item the DAO chooses to take on voluntarily, without any City funding. The organization will need to decide if this concept falls in line with resources and strategy.

An ad hoc committee has been formed to look for a new management consultant. An organization can bid for the entirety of the scope or a portion of the scope. A single procurement process will allow both paths to be explored.

He noted the chairs had a positive meeting with Interim City Manager Jason Nutt that focused on the partnership between the DAO and the City and opportunities for improved collaboration and communication. A joint strategic planning session has been proposed to ensure alignment between City staff and leadership as well as partners like the Chamber, DAO and Railroad Square.

8.0 REPORT: NOMINATION COMMITTEE

Ad Hoc Nomination Committee Chair Beau Anderson provided an update on the work and schedule of the nominating committee. He reminded all board members seeking an additional term that they must submit their information by the end of the week.

Six people have been nominated to fill three vacancies beginning in January 2027. The committee will be meeting to review the feasibility of each candidate this week and conducting interviews the week following. Their recommendations will be presented to the board for approval at the November meeting.

9.0 ACTION: REVIEW & FINALIZE FIXED ASSET POLICY

Chris shared that the need for a policy came about as a result of Ross Street and all the assets that were purchased. Amanda provided context for the need to solidify accounting practices to ensure the DAO is handling situations correctly moving forward. Cadance noted that a new bookkeeper was on board to support this type of financial organization.

Nicole Gaddis made a motion to approve the Fixed Asset Policy as presented. The motion was seconded by Ken Lafranchi. Without further discussion, the item was unanimously approved.

10.0 REPORT & DISCUSSION: DAO STAKEHOLDER SURVEY

Item 10.0 was presented prior to Item 9.0

Chris Denny shared that while it's unclear how the renewal process will unfold, the information collected will be valuable moving forward. He acknowledged the work of the Ad Hoc Renewal Committee, Beau Anderson and Danielle Nelson.

Chair of the Ad Hoc Renewal Committee, Beau Anderson presented an overview of the stakeholder response through the recent survey. Beau indicated the results would help shape future policy and focus of the organization as well as conversations with the City.

A brief discussion occurred about events and the DAO's role in organizing them.

There was a conversation and agreement about the need to reach more stakeholders and the opportunity to clarify the role of the DAO.

Discussion will continue in future meetings.

11.0 FUTURE AGENDA ITEMS

Zach Berkowitz wanted future discussion about getting brokers more engaged and removing the communication responsibility from the property owners.

12.0 ADJOURNMENT

Vice Chair Chris Denny adjourned the meeting at 10:28am.

Attachment 2

Downtown Action Organization

Statement of Activity
January-October, 2026

	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026	Oct 2026	Total
Revenue											
1000 Income											
1001 District Assessments	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48	498,564.80
1002 Non District Assessments	10.00		1,249.59			1,249.59			1,249.59		3,758.77
1003 Interest income	465.49	1,049.94	1,043.30	880.36	787.36	742.25	1,105.81	1,003.03	868.27	789.20	8,735.01
1004 Special Projects							7,500.00	2,500.00			$10,000.00
1004-01 Special Projects - Ross Street Income						28,948.71	15,905.60	28,119.39	12,136.79	13,235.50	98,345.99
Total for 1004 Special Projects						**28,948.71**	**23,405.60**	**30,619.39**	**12,136.79**	**13,235.50**	**$108,345.99**
Total for 1000 Income	**50,331.97**	**50,906.42**	**52,149.37**	**50,736.84**	**50,643.84**	**80,797.03**	**74,367.89**	**81,478.90**	**64,111.13**	**63,881.18**	**$619,404.57**
1006 Donations							2,849.28				2,849.28
Total Revenue	**50,331.97**	**50,906.42**	**52,149.37**	**50,736.84**	**50,643.84**	**80,797.03**	**77,217.17**	**81,478.90**	**64,111.13**	**63,881.18**	**$622,253.85**
Gross Profit	**50,331.97**	**50,906.42**	**52,149.37**	**50,736.84**	**50,643.84**	**80,797.03**	**77,217.17**	**81,478.90**	**64,111.13**	**63,881.18**	**$622,253.85**
Expenditures											
5000 Primary District Services											
5001 Street Level Services	29,364.01	28,677.48	28,677.49	28,677.49	28,677.49	28,677.49	31,526.77	28,677.49	28,677.49	28,677.49	290,310.69
Total for 5000 Primary District Services	**29,364.01**	**28,677.48**	**28,677.49**	**28,677.49**	**28,677.49**	**28,677.49**	**31,526.77**	**28,677.49**	**28,677.49**	**28,677.49**	**$290,310.69**
5100 District Management											
5101 Management / Administration	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33	126,833.30
5102 Bookkeeping	338.00	149.00	149.00	149.00	149.00	149.00	149.00	149.00		430.00	1,811.00
5103 Insurance / Taxes									2,500.00		2,500.00
5104 Misc. Direct Expense		1,405.52	187.68	566.37	15.00	15.00	164.59	16.00	218.00	138.20	2,726.36
5105 Financial Services Fees	0.05						50.00	74.75			124.80
Total for 5100 District Management	**13,021.38**	**14,237.85**	**13,020.01**	**13,398.70**	**12,847.33**	**12,847.33**	**13,046.92**	**12,923.08**	**15,401.33**	**13,251.53**	**$133,995.46**
5200 Project Maintenance			1,357.52	6,952.07	2,518.89	5,330.00			172.56	123.73	16,454.77
5300 Marketing											
5301 Website Management		6,000.00									6,000.00
5302 Social Media Management	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	335.00		8,335.00
5303 Misc. Marketing / Events					1,152.08		800.00	1,324.39			3,276.47
5304 Website Development	7,500.00	5,000.00					7,500.00				20,000.00
Total for 5300 Marketing	**8,500.00**	**12,000.00**	**1,000.00**	**1,000.00**	**2,152.08**	**1,000.00**	**9,300.00**	**2,324.39**	**335.00**		**$37,611.47**

Downtown Action Organization

Statement of Activity

January-October, 2026

	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026	Oct 2026	Total
5400 Special Projects											
5401 Ross Street											
5401.1 Games and Entertainment						724.98	1,011.01		13.19		1,749.18
5401.2 Family Activities							1,377.78	12.86	4,262.86		5,653.50
5401.3 Marketing							55.67	4,507.25	305.86	503.28	5,372.06
5401.4 Operations								694.74	3,054.88	251.50	4,001.12
5401.5 Permitting								1,766.00		321.00	2,087.00
5401.6 Programming								5,525.00	4,500.00	12,143.59	22,168.59
5401.7 Stage/AV						25,718.82	10,561.14			16.13	36,296.09
5401.8 Temporary Infrastructure						2,504.91	10,400.00	18,113.54			31,018.45
Total for 5401 Ross Street						**28,948.71**	**23,405.60**	**30,619.39**	**12,136.79**	**13,235.50**	**$108,345.99**
Total for 5400 Special Projects						**28,948.71**	**23,405.60**	**30,619.39**	**12,136.79**	**13,235.50**	**$108,345.99**
Total Expenditures	**50,885.39**	**54,915.33**	**44,055.02**	**50,028.26**	**46,195.79**	**76,803.53**	**77,279.29**	**74,544.35**	**56,723.17**	**55,288.25**	**$586,718.38**
Net Operating Revenue	**-553.42**	**-4,008.91**	**8,094.35**	**708.58**	**4,448.05**	**3,993.50**	**-62.12**	**6,934.55**	**7,387.96**	**8,592.93**	**$35,535.47**
Net Income	**-553.42**	**-4,008.91**	**8,094.35**	**708.58**	**4,448.05**	**3,993.50**	**-62.12**	**6,934.55**	**7,387.96**	**8,592.93**	**$35,535.47**

	JAN - MAR 2026				APR - JUN 2026				JUL - SEP 2026				OCT 2026				TOTAL			
	Actual	Budget	Over Budget	% of Budget	Actual	Budget	Over Budget	% of Budget	Actual	Budget	Over Budget	% of Budget	Actual	Budget	Over Budget	% of Budget	Actual	Budget	Over Budget	% of Budget
Revenue																				
1000 Income																				
1001 District Assessments	149,569.44	149,569.44	0.00	100.0 %	149,569.44	149,569.44	0.00	100.0 %	149,569.44	149,569.44	0.00	100.0 %	49,856.48	49,856.48	0.00	100.0 %	498,564.80	498,564.80	0.00	100.0 %
1002 Non District Assessments	1,259.59	1,249.79	9.80	100.78 %	1,249.59	1,249.79	-0.20	99.98 %	1,249.59	1,249.79	-0.20	99.98 %			0.00		3,758.77	3,749.37	9.40	100.25 %
1003 Interest income	2,558.73	255.00	2,303.73	1003.42 %	2,409.97	255.00	2,154.97	945.09 %	2,977.11	255.00	2,722.11	1167.49 %	789.20	85.00	704.20	928.47 %	8,735.01	850.00	7,885.01	1027.65 %
1004 Special Projects									10,000.00		10,000.00						$10,000.00		$10,000.00	
1004-01 Special Projects - Ross Street Income					28,948.71		28,948.71		56,161.78		56,161.78		13,235.50		13,235.50		98,345.99		98,345.99	
Total for 1004 Special Projects					**28,948.71**		**28,948.71**		**66,161.78**		**66,161.78**		**13,235.50**		**13,235.50**		**$108,345.99**		**$108,345.99**	
Total for 1000 Income	**153,387.76**	**151,074.23**	**2,313.53**	**101.53 %**	**182,177.71**	**151,074.23**	**31,103.48**	**120.59 %**	**219,957.92**	**151,074.23**	**68,883.69**	**145.6 %**	**63,881.18**	**49,941.48**	**13,939.70**	**127.91 %**	**$619,404.57**	**$503,164.17**	**$116,240.40**	**123.1 %**
1006 Donations									2,849.28		2,849.28						2,849.28		2,849.28	
Total Revenue	**153,387.76**	**151,074.23**	**2,313.53**	**101.53 %**	**182,177.71**	**151,074.23**	**31,103.48**	**120.59 %**	**222,807.20**	**151,074.23**	**71,732.97**	**147.48 %**	**63,881.18**	**49,941.48**	**13,939.70**	**127.91 %**	**$622,253.85**	**$503,164.17**	**$119,089.68**	**123.67 %**
Gross Profit	**153,387.76**	**151,074.23**	**2,313.53**	**101.53 %**	**182,177.71**	**151,074.23**	**31,103.48**	**120.59 %**	**222,807.20**	**151,074.23**	**71,732.97**	**147.48 %**	**63,881.18**	**49,941.48**	**13,939.70**	**127.91 %**	**$622,253.85**	**$503,164.17**	**$119,089.68**	**123.67 %**
Expenditures																				
5000 Primary District Services																				
5001 Street Level Services	86,718.98	87,500.01	-781.03	99.11 %	86,032.47	87,500.01	-1,467.54	98.32 %	88,881.75	87,500.01	1,381.74	101.58 %	28,677.49	29,166.67	-489.18	98.32 %	290,310.69	291,666.70	-1,356.01	99.54 %
Total for 5000 Primary District Services	**86,718.98**	**87,500.01**	**-781.03**	**99.11 %**	**86,032.47**	**87,500.01**	**-1,467.54**	**98.32 %**	**88,881.75**	**87,500.01**	**1,381.74**	**101.58 %**	**28,677.49**	**29,166.67**	**-489.18**	**98.32 %**	**$290,310.69**	**$291,666.70**	**-$1,356.01**	**99.54 %**
5100 District Management																				
5101 Management / Administration	38,049.99	38,049.99	0.00	100.0 %	38,049.99	38,049.99	0.00	100.0 %	38,049.99	38,049.99	0.00	100.0 %	12,683.33	12,683.33	0.00	100.0 %	126,833.30	126,833.30	0.00	100.0 %
5102 Bookkeeping	636.00	750.00	-114.00	84.8 %	447.00	750.00	-303.00	59.6 %	298.00	750.00	-452.00	39.73 %	430.00	250.00	180.00	172.0 %	1,811.00	2,500.00	-689.00	72.44 %
5103 Insurance / Taxes		5,000.00	-5,000.00	0.0 %					2,500.00		2,500.00						2,500.00	5,000.00	-2,500.00	50.0 %
5104 Misc. Direct Expense	1,593.20	875.01	718.19	182.08 %	596.37	875.01	-278.64	68.16 %	398.59	875.01	-476.42	45.55 %	138.20	291.67	-153.47	47.38 %	2,726.36	2,916.70	-190.34	93.47 %
5105 Financial Services Fees	0.05		0.05						124.75		124.75						124.80		124.80	
Total for 5100 District Management	**40,279.24**	**44,675.00**	**-4,395.76**	**90.16 %**	**39,093.36**	**39,675.00**	**-581.64**	**98.53 %**	**41,371.33**	**39,675.00**	**1,696.33**	**104.28 %**	**13,251.53**	**13,225.00**	**26.53**	**100.2 %**	**$133,995.46**	**$137,250.00**	**-$3,254.54**	**97.63 %**
5200 Project Maintenance	1,357.52	4,999.97	-3,642.45	27.15 %	14,800.96	5,000.01	9,800.95	296.02 %	172.56	5,000.01	-4,827.45	3.45 %	123.73	1,666.67	-1,542.94	7.42 %	16,454.77	16,666.66	-211.89	98.73 %
5300 Marketing																				
5301 Website Management	6,000.00	6,000.00	0.00	100.0 %		0.00	0.00			0.00	0.00			0.00	0.00		6,000.00	6,000.00	0.00	100.0 %
5302 Social Media Management	3,000.00	3,249.99	-249.99	92.31 %	3,000.00	3,249.99	-249.99	92.31 %	2,335.00	3,249.99	-914.99	71.85 %		1,083.33	-1,083.33	0.0 %	8,335.00	10,833.30	-2,498.30	76.94 %
5303 Misc. Marketing / Events		874.97	-874.97	0.0 %	1,152.08	875.01	277.07	131.66 %	2,124.39	875.01	1,249.38	242.78 %		291.67	-291.67	0.0 %	3,276.47	2,916.66	359.81	112.34 %
5304 Website Development	12,500.00	12,500.00	0.00	100.0 %		7,500.00	-7,500.00	0.0 %	7,500.00		7,500.00						20,000.00	20,000.00	0.00	100.0 %
Total for 5300 Marketing	**21,500.00**	**22,624.96**	**-1,124.96**	**95.03 %**	**4,152.08**	**11,625.00**	**-7,472.92**	**35.72 %**	**11,959.39**	**4,125.00**	**7,834.39**	**289.92 %**		**1,375.00**	**-1,375.00**	**0.0 %**	**$37,611.47**	**$39,749.96**	**-$2,138.49**	**94.62 %**
5400 Special Projects																				
5401 Ross Street																				
5401.1 Games and Entertainment					724.98		724.98		1,024.20		1,024.20						1,749.18		1,749.18	
5401.2 Family Activities									5,653.50		5,653.50						5,653.50		5,653.50	
5401.3 Marketing									4,868.78		4,868.78		503.28		503.28		5,372.06		5,372.06	
5401.4 Operations									3,749.62		3,749.62		251.50		251.50		4,001.12		4,001.12	
5401.5 Permitting									1,766.00		1,766.00		321.00		321.00		2,087.00		2,087.00	
5401.6 Programming									10,025.00		10,025.00		12,143.59		12,143.59		22,168.59		22,168.59	
5401.7 Stage/AV					25,718.82		25,718.82		10,561.14		10,561.14		16.13		16.13		36,296.09		36,296.09	
5401.8 Temporary Infrastructure					2,504.91		2,504.91		28,513.54		28,513.54						31,018.45		31,018.45	
Total for 5401 Ross Street					**28,948.71**		**28,948.71**		**66,161.78**		**66,161.78**		**13,235.50**		**13,235.50**		**$108,345.99**		**$108,345.99**	
Total for 5400 Special Projects					**28,948.71**		**28,948.71**		**66,161.78**		**66,161.78**		**13,235.50**		**13,235.50**		**$108,345.99**		**$108,345.99**	
5500 Contingency		5,235.00	-5,235.00	0.0 %		5,235.00	-5,235.00	0.0 %		5,235.00	-5,235.00	0.0 %		1,745.00	-1,745.00	0.0 %		17,450.00	-17,450.00	0.0 %
Total Expenditures	**149,855.74**	**165,034.94**	**-15,179.20**	**90.8 %**	**173,027.58**	**149,035.02**	**23,992.56**	**116.1 %**	**208,546.81**	**141,535.02**	**67,011.79**	**147.35 %**	**55,288.25**	**47,178.34**	**8,109.91**	**117.19 %**	**$586,718.38**	**$502,783.32**	**$83,935.06**	**116.69 %**
Net Operating Revenue	**3,532.02**	**-13,960.71**	**17,492.73**	**-25.3 %**	**9,150.13**	**2,039.21**	**7,110.92**	**448.71 %**	**14,260.39**	**9,539.21**	**4,721.18**	**149.49 %**	**8,592.93**	**2,763.14**	**5,829.79**	**310.98 %**	**$35,535.47**	**$380.85**	**$35,154.62**	**9330.57 %**
Net Income	**3,532.02**	**-13,960.71**	**17,492.73**	**-25.3 %**	**9,150.13**	**2,039.21**	**7,110.92**	**448.71 %**	**14,260.39**	**9,539.21**	**4,721.18**	**149.49 %**	**8,592.93**	**2,763.14**	**5,829.79**	**310.98 %**	**$35,535.47**	**$380.85**	**$35,154.62**	**9330.57 %**

2026 DAO Budget and Cash Flow Projection																
Income	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Year To Date	YE Projection	Budgeted	$ From Budget
Starting cash at 1/1/25	$ 89,294.87															
District Assessments	$ 348,553.50	$ -	$ -	$ -	$ -	$ -	$ 185,286.42	$ -	$ 26,884.20	$ -	$ -	$ -	$ 560,724.12	$ 560,724.12	$ 598,277.71	$ (37,553.59)
Non-District Assessments	$ -	$ -	$ 1,249.59	$ -	$ -	$ -	$ 1,249.59	$ -	$ -	$ 1,249.59	$ -	$ 1,249.59	$ 3,748.77	$ 4,998.36	$ 4,998.36	$ -
Event Support Services							$ 2,849.28									
Special Projects - Ross Street						$ 100,000.00	$ 7,500.00	$ 2,500.00					$ 110,000.00			
Interest Income	$ 75.63	$ 655.09	$ 685.67	$ 533.01	$ 450.36	$ 393.14	$ 767.12	$ 652.16	$ 516.50	$ 447.93	$ 85.00	$ 63.93	$ 5,176.61	$ 5,325.54	$ 998.93	$ 4,326.61
Sub Total	$ 437,924.00	$ 655.09	$ 1,935.26	$ 533.01	$ 450.36	$ 100,393.14	$ 197,652.41	$ 3,152.16	$ 27,400.70	$ 1,697.52	$ 85.00	$ 1,313.52	$ 771,793.65	$ 571,048.02	$ 604,275.00	$ (33,226.98)
Cash at Beginning of Month	$ 437,924.00	$ 386,468.15	$ 340,705.90	$ 291,356.57	$ 241,825.04	$ 295,272.38	$ 416,121.26	$ 341,994.13	$ 300,301.47	$ 246,526.82	$ 191,484.57	$ 136,333.25				
Expense																
Primary District Services	$ 29,364.01	$ 28,677.49	$ 28,677.49	$ 28,677.49	$ 28,677.49	$ 28,677.49	$ 31,526.77	$ 28,677.49	$ 28,677.49	$ 28,677.49	$ 28,677.49	$ 28,677.49	$ 290,310.70	$ 347,665.68	$ 350,000.00	$ 2,334.32
Administration	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 12,683.33	$ 126,833.33	$ 152,200.00	$ 152,200.00	$ -
Bookkeeping/Finance	$ 338.00	$ 149.00	$ 149.00	$ 149.00	$ 149.00	$ 149.00	$ 199.00	$ 223.75	$ 149.00	$ 400.00	$ 200.00	$ 200.00	$ 2,054.75	$ 2,454.75	$ 3,000.00	$ 545.25
Insurance/Taxes	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ 4,500.00	$ 5,000.00	$ 2,000.00	$ 11,500.00	$ 11,500.00	$ -
Website Development	$ 7,500.00	$ 5,000.00	$ -	$ -	$ -	$ -	$ 7,500.00	$ -	$ -	$ -	$ -	$ -	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ -
Website Maintenance	$ -	$ -	$ 6,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000.00	$ 6,000.00	$ 6,000.00	$ -
Social Media Management	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 335.00	$ -	$ 2,000.00		$ 8,335.00	$ 10,335.00	$ 13,000.00	$ 2,665.00
Marketing	$ -	$ -	$ -	$ -	$ 1,152.08	$ -	$ 800.00	$ 1,324.39	$ -	$ -	$ -	$ -	$ 3,276.47	$ 3,276.47	$ 3,500.00	$ 223.53
Project Maintenance	$ -	$ -	$ 1,357.52	$ 6,952.07	$ 2,518.89	$ 5,330.00	$ -	$ -	$ 172.56	$ 123.73	$ 600.00	$ -	$ 16,454.77	$ 17,054.77	$ 20,000.00	$ 2,945.23
Special Projects - Ross Street	$ -	$ -	$ -	$ -	$ 750.00	$ 28,948.71	$ 23,405.60	$ 25,168.39	$ 11,318.79	$ 13,104.50	$ 7,304.01	$ -	$ 102,695.99	$ 110,000.00	$ 110,000.00	$ 0.00
Misc. Direct Expense	$ 1,225.60	$ 187.68	$ 15.00	$ 520.00	$ 15.00	$ 15.00	$ 164.59	$ 16.00	$ 136.00	$ 138.20	$ 500.00	$ 500.00	$ 2,433.07	$ 3,433.07	$ 3,500.00	$ 66.93
Contingency (3.5%)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,940.00	$ 20,940.00
Sub Total	$ 52,110.94	$ 47,697.50	$ 49,882.34	$ 49,981.89	$ 46,945.79	$ 76,803.53	$ 77,279.29	$ 69,093.35	$ 55,472.17	$ 55,127.25	$ 56,464.83	$ 47,060.82	$ 580,394.08	$ 683,919.74	$ 713,640.00	$ 29,720.26
Account Balance	**$385,813.06**	**$338,770.64**	**$290,823.56**	**$241,374.68**	**$194,879.24**	**$218,468.85**	**$338,841.97**	**$272,900.77**	**$244,829.30**	**$191,399.57**	**$135,019.73**	**$ 89,272.43**				

Downtown Action Organization

Statement of Financial Position

As of Oct 31, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1000000 DAO Operating Funds	0.00
9548 Asawa Project Funds	138,122.65
BUSINESS MONEY MARKET (3502) - 1	163,490.41
REGULAR BUSINESS CHECKING (7727) - 1	2,336.61
Total Bank Accounts	**$303,949.67**
Accounts Receivable	
Accounts Receivable (A/R)	362,761.51
Total Accounts Receivable	**$362,761.51**
Other Current Assets	
Cash Transfer Entries	0.00
Failed Payment Clearing	0.00
Payments to deposit	0.00
Total Other Current Assets	**$0.00**
Total Current Assets	**$666,711.18**
Total Assets	**$666,711.18**
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	45,083.24
Total Accounts Payable	**$45,083.24**
Other Current Liabilities	
Deferred Revenue - Ross Street	6,654.01
Total Other Current Liabilities	**$6,654.01**
Total Current Liabilities	**$51,737.25**
Total Liabilities	**$51,737.25**
Equity	
Opening balance equity	0.00
Retained Earnings	579,438.46
Net Income	35,535.47
Total Equity	**$614,973.93**
Total Liabilities and Equity	**$666,711.18**

Attachment 3

DAO Credit Card Policy - DRAFT

Effective Date: November 18, 2026
Approved By: DAO Board of Directors

1. Purpose

The purpose of this policy is to establish guidelines for the appropriate use, management, and oversight of credit cards issued in the name of the Downtown Action Organization (DAO). This policy is intended to ensure that all credit card expenditures are reasonable, necessary, directly related to the organization's mission and operations, and properly documented.

As a nonprofit organization, DAO has a responsibility to exercise sound financial stewardship and maintain transparency and accountability in the use of organizational funds.

2. Authorized Cardholders

DAO credit cards may be issued to individuals whose responsibilities require them to make purchases on behalf of the organization.

Authorized cardholders may include:

- Executive Director
- Board members or designated representatives, as approved by the Board or Executive Committee

All cardholders must acknowledge and agree to comply with this policy prior to receiving a credit card.

Credit cards are the property of DAO and may not be transferred, loaned, or used by anyone other than the authorized cardholder.

3. Permitted Uses

DAO credit cards may be used exclusively for legitimate business expenses that are directly related to the organization's operations, programs, and activities.

Permitted expenses may include, but are not limited to:

- Administrative and operational expenses
- Website, software, technology, and subscription services
- Projects or programs with budgets approved by the Board
- Other reasonable and necessary expenses authorized by the Board

4. Prohibited Uses

DAO credit cards may not be used for:

- Personal purchases or expenses of any kind, including with the intention of reimbursing the organization at a later date
- Cash advances or ATM withdrawals
- Any dining related expenses
- Purchases unrelated to DAO business or its mission
- Expenses that are excessive, unreasonable, or outside the approved organizational budget without prior authorization
- Any purchase intended to provide a personal benefit to the cardholder or another individual

5. Spending Limits and Authorization

All credit card expenditures must be consistent with DAO's Board-approved annual operating budget and shall not exceed the amounts allocated to the applicable budget categories without prior authorization.

The Executive Director is authorized to make purchases necessary for the daily operations of DAO, including recurring subscriptions, administrative expenses, and approved program expenditures, provided such purchases are within the approved annual budget.

The following authorization requirements shall apply:

- Budgeted Expenditures: The Executive Director may make purchases within the amounts allocated in the Board-approved annual budget without obtaining additional approval for each transaction.
- Unbudgeted Expenditures: Purchases not included in the approved annual budget require prior written approval from the Board Chair or Executive Committee.
- Expenditures Exceeding Budget Allocations: Any purchase that would cause spending to exceed an approved budget allocation must receive prior authorization from the Board Chair or Executive Committee. Material budget amendments shall require approval by the Board of Directors.
- Board Member Purchases: Board members or other authorized cardholders must obtain prior approval from the Board Chair or another designated Board officer before making purchases, even when the expenditure is included in the approved budget.
- Credit Card Limits: The Board of Directors shall establish and periodically review overall credit limits for each organizational credit card based on anticipated operational needs and the approved annual budget.

Purchases may not be divided into smaller transactions to circumvent spending limitations or approval requirements.

All credit card expenditures remain subject to the documentation, reconciliation, and financial oversight requirements established in this policy.

6. Receipts and Expense Documentation

All credit card transactions must be supported by an itemized receipt and documentation identifying the business purpose of the expense.

Cardholders are responsible for:

- Obtaining and retaining itemized receipts for all purchases
- Recording the date, vendor, amount, and business purpose of each transaction
- Identifying the applicable budget category when appropriate
- Submitting receipts and expense documentation to the Treasurer or accounting representative in a timely manner

Receipts should be submitted by the end of the month in which the purchase was made.

If a receipt is unavailable, the cardholder must provide a written explanation of the transaction, including its business purpose and amount.

7. Monthly Reconciliation and Financial Oversight

All DAO credit card statements must be reviewed and reconciled monthly by the Treasurer, or other designated individual approved by the Board.

The Executive Director shall ensure that:

- All transactions are routed to the Treasurer for review for accuracy and proper business purpose
- Receipts and supporting documentation are provided for each transaction
- Expenses are properly categorized and recorded in the organization's financial records
- Any questionable, unauthorized, or unsubstantiated transactions are promptly investigated and addressed

Credit card statements and supporting documentation shall be made available to the Treasurer, Board Chair, or designated Board representative for review.

The individual responsible for reviewing and reconciling credit card statements should not be the sole individual authorizing, making, and approving the same expenditures whenever practicable.

8. Unauthorized or Improper Charges

Any unauthorized, inappropriate, or personal charges must be reported immediately to the Board Chair and Treasurer.

The cardholder may be required to reimburse DAO for unauthorized or personal expenses. Failure to comply with this policy may result in suspension or revocation of credit card privileges and may result in additional disciplinary or legal action, as appropriate.

Suspected fraud or misuse of organizational funds must be promptly reported to the Board Chair and Treasurer for review and appropriate action.

9. Lost or Stolen Cards

Lost, stolen, or compromised credit cards must be reported immediately to the credit card issuer and the Treasurer or Board Chair so that the account can be suspended or otherwise protected.

10. Cardholder Separation or Change in Responsibilities

Upon termination of employment, resignation, or a change in responsibilities that no longer requires credit card access, the individual must immediately surrender the DAO credit card.

All outstanding receipts, expense reports, and documentation must be submitted prior to departure.

11. Policy Administration and Review

The Board of Directors is responsible for establishing and overseeing the DAO's credit card policy.

This policy shall be reviewed periodically and may be amended by the Board of Directors as necessary to reflect changes in organizational operations, financial controls, or applicable regulations.

12. Acknowledgment

All authorized cardholders must acknowledge in writing that they have received, read, and agree to comply with this policy.

Cardholder Name: _____

Signature: _____

Date: _____

Attachment 4



DTSR

DOWNTOWN SANTA ROSA

OCTOBER OPERATIONS REPORT

2026

Prepared by :
Ryder Wooten

Statistics by :

smart system

www.downtownsantarosa.org

MEET OUR TEAM SANTA ROSA!



RYDER W.
MANAGER



ALFONSO C.
AMBASSADOR



OSVALDO B.
AMBASSADOR

Our dedicated Clean & Safe team creates a visible, lasting impact in downtown Santa Rosa by enhancing cleanliness, safety, and pride throughout our community every single day!

SEPTEMBER STATISTICS

2026

TOTAL GRAFFITI'S REMOVED: 291

TOTAL TRASH SWEEPS: 1,097

CALLS FOR SERVICE: 42

TRASH COLLECTED IN POUNDS: 131 bags x 25lbs 3,275

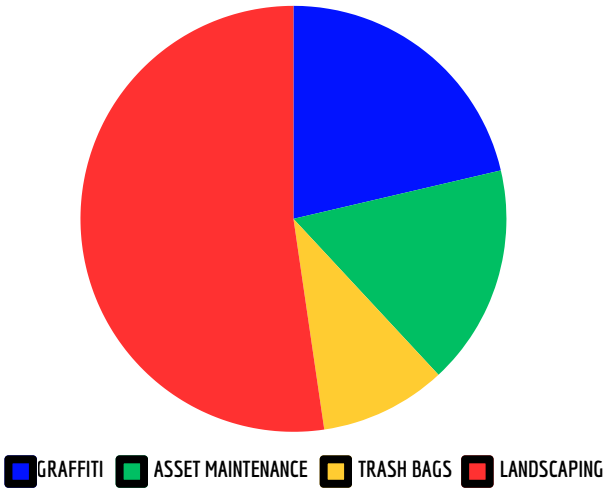
ASSET MAINTENANCE: 228

LANDSCAPING: 713

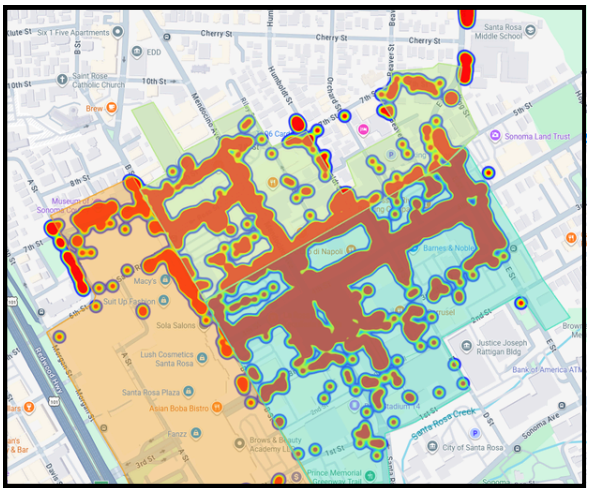
SEPTEMBER STATISTICS:



GRAFFITI, ASSET MAINTENANCE, TRASH BAGS & LANDSCAPING:



DISTRICT HOT SPOTS:



BEFORE & AFTER PHOTOS

2026

"The objective of cleaning is not just to clean but to feel happiness living within that environment."

- Marie Kondo





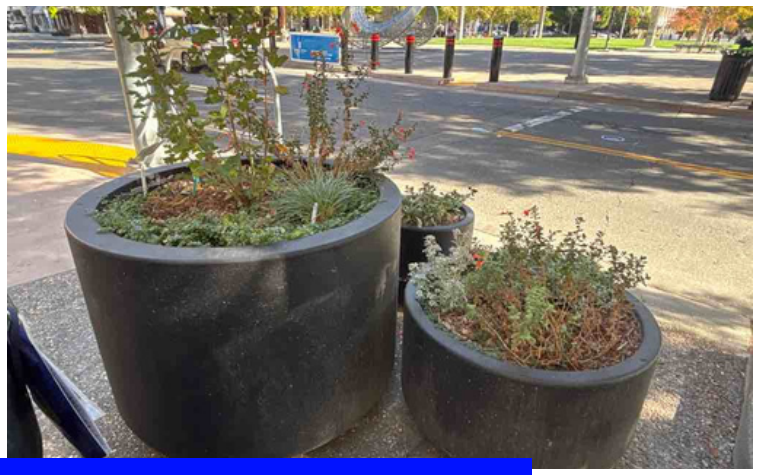












Attachment 5

2026 Downtown Action Organization Workplan - Adopted January 21, 2026			
ACTION	FUNDING ALLOCATED	STATUS	NOTES
1. District Management			
1. Work with City staff to coordinate expenditures on Downtown projects which could include trash cans, planters, lighting and other improvements to Jeju Way, Courthouse Square.		in process	Projects reviewed at September 29 Study Session. Lighting concepts are being explored at PED and light poles and trash cans are in process. Jeju Way has been discussed with council feedback needed to address redwoods.
2. Empower Branding & Website Advisory Committee to enhance downtown brand and identity and facilitate creation and launch of new Downtown website	$20,000	Complete	Website launched. Continue to actively update and encourage business owners to provide content
3. Improve street level services and support for businesses through coordinating transition of street level service providers		Complete	Created Service post-its to raise awareness for work done by Block By Block team and raise calls for service.
2. Special Projects			
1. Advisory Committee members to support Ross Street Activation through implementation of a Contract with City of Santa Rosa and expenditures of committed funds		Complete	Activation wrapped on October 31. Information being provided for report to City Council.
2. Advisory Committee members to explore Courthouse Square enhancements and activations in coordination with City of Santa Rosa		in process	Recommendation being brought forward at November meeting.
3. District Improvements			
1. Oversee installation of new 4th Street lighting		in process	City to issue RFP for lighting consulant. DAO to participate in process.
2. Develop a plan to reduce and replace street level planters	$15,000	Complete	Project complete
3. Develop street tree removal and replacement strategy		paused	24 trees planted on eastern side of District, additional 4 planted on Ross. Work to be done with City to determine options for future replacement.
4. Work with City to identify permanent family friendly installations in Downtown Station Area	n/a		Exploration of Luckey Climber at Julliard with connectivity to Courthouse Square area is priority, but not actively being explored.
4. Board Policy, Culture & Governance			
1. Identify mission and ongoing core objectives of organization	n/a	Complete	
2. Review and update organization's Bylaws	n/a	Complete	
3. Create ongoing strategy to obtain better engagement with business community and property owners	n/a	In Process	Ad Hoc Renewal Committee to provide Stakeholder Survey feedback to help shape future outreach and engagement.

Attachment 6

2026 DAO Board of Directors Attendance Report, 11.26

Name	Absences (of 8)	Status
Beau Anderson	1	Attendance in Good Standing
Leeanna Ausiello-Kane	1	Attendance in Good Standing
Zach Berkowitz	2	Attendance in Good Standing
Pauline Block	2	Attendance in Good Standing
Britt Cooper	3	Danger of Declaration of Vacancy Vote
Chris Denny		Attendance in Good Standing
Nicole Gaddis		Attendance in Good Standing
Caitlin Kurasek		Attendance in Good Standing
Amanda Kurt	1	Attendance in Good Standing
Ken LaFranchi	1	Attendance in Good Standing
Hali Lenox (of 3)		Attendance in Good Standing
Danielle Nelson	1	Attendance in Good Standing
Gabe Osburn	4	In Violation of Attendance Policy
Argo Thompson		Attendance in Good Standing
Don Tomasi	1	Attendance in Good Standing

Attachment 7

From: Hugh Futrell, Chair of Ad Hoc Committee on Courthouse Square
To: Downtown Action Organization
Date: November 12, 2026
Re: Recommendations on next steps for Exploration of a Stage Concept in Courthouse Square

1. *The Stage feasibility:* After discussions with LBC and others, it is clear that the Square *can* be used (and monetized) for high-end acts, as it readily accommodates the 6000 person audience that is the indicated baseline for such events. Also, there are no acoustical and site line impacts.

2. *Stage design considerations:* A relatively simple, attractive design is possible that need not include “bells and whistles” as higher end acts typically bring their own audio and other equipment. This means that the capital cost will be less, and the uses of the Stage can evolve to include (or not) higher-end acts.

3. *Asawa Panels:* It is possible the panels should be installed to the right and left of the Stage, under the tree bosques. This simplifies the Stage design, may reduce the risk of damage to the panels, and could frame the Stage attractively.

4. *Role of HFC:* The existing agreement City/HFC could be revised:
    1. Apply remaining cash obligation of HFC to the Project;
    2. Working collaboratively with the City, HFC to work with a pro bono group (including existing ad hoc DAO committee, but now separated off from DAO) to develop preliminary design, budget construction and design costs, potential sources and uses, and present Program/Plan to City. The technical committee would work pro bono. Compensated third parties would be limited to designers and their subconsultants.
    3. Once approved, HFC would manage completion of design and construction.

5. *Role of DAO:* DAO role would be limited to helping to facilitate community outreach and provide the donated project funding.