Meeting Agenda

Downtown Action Organization
Board of Directors

Date:
October 21, 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

4.1 September 16 Meeting Minutes
4.2 Financial Statements ending September 30, 2026

5.0 PRESENTATION: PROPERTY SWAP

Attachment 3

Hugh Futrell to provide presentation on proposed property swap between HFC and City of Santa Rosa.

6.0 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

7.0 REPORT: EXECUTIVE COMMITTEE

Attachment 6

- Board Attendance Report
- Report on previous Executive Committee meeting, management consultant search and upcoming agenda topics

8.0 REPORT: NOMINATION COMMITTEE

Chair Beau Anderson to provide update on work and schedule of Nomination Committee

9.0 ACTION: REVIEW & FINALIZE FIXED ASSET POLICY

Attachment 7

Board to review and approve Fixed Asset Policy for Downtown Action Organization

Meeting Agenda

Downtown Action Organization
Board of Directors

Date:
October 21, 2026, 9:15am

Location:
coLAB
427 Mendocino Avenue
Santa Rosa, CA 95401

10.0	**REPORT & DISCUSSION: DAO STAKEHOLDER SURVEY**
Attachment 8 *Attachment 9*	Ad Hoc Renewal Committee to review results of DAO Stakeholder Survey and discuss outcomes, opportunities and future use
11.0	**FUTURE AGENDA ITEMS**
	Diiscussion about board member outreach and communication expectations Board members to share any future items they wish to be considered
12.0	**ADJOURNMENT**
	Chair to adjourn meeting

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Find the full agenda packet at: https://www.downtownsantarosa.org/about/dao

Attachment 1

DAO Board Meeting - September 16, 9:15am
coLAB - Collaboration Lab
427 Mendocino Avenue, Santa Rosa, CA 95401

Board Present: Beau Anderson, Leeanna Ausiello-Kane, Pauline Block, Britt Cooper, Chris Denny, Nicole Gaddis, Caitlin Kurasek, Amanda Kurt, Hali Lenox, Danielle Nelson, Don Tomasi, Argo Thompson

Absent: Zach Berkowitz, Ken Lafranchi, Gabe Osburn

Executive Director: Cadance Hinkle Allinson

M I N U T E S

1.0 CALL TO ORDER
Chair Pauline Block called the meeting to order at 9:17am

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 ITEMS
Danielle Nelson made a motion to approve consent item 4.1, August 19, 2026 Meeting Minutes and consent item 4.1 Financial Statements ending August 31, 2026. Britt Cooper seconded the motion and without discussion, it was unanimously approved.

5.0 REPORT: QUARTERLY FINANCIAL REVIEW
Treasurer Amanda Kurt shared information on the first half of the fiscal year, January through June, 2026. She noted that the organization is on track to be close to the total budget for the year.

6.0 REPORT: EXECUTIVE DIRECTOR
Cadance Hinkle Allinson, provided the following report:

There was a slight uptick in the outreach to the Clean & Safe Team with 1.16 calls per day in August, up from 1 in June and July. She noted they were down one staff member though she anticipated a fourth being hired soon.

Fall letters to property owners went out last week and included details about nominations, trespass letters and the survey.

She shared appreciation to Beau Anderson and Sonoma Clean Power for coordinating notary services for Trespass letters and reiterated that the DAO was helping to streamline the process for everyone, though not responsible for it. Reminders will go out via email this week.

She noted that there was a recent transition in social media contractor and she is exploring a new bookkeeping service who can provide more accounting and oversight. She expressed appreciation to Amanda for supporting that effort.

She shared that SRPD asked the DAO to participate in their Trunk or Treating Event on 10/29 at the Fairgrounds. She also believes there is going to be a Fall Fun Fest again this year, and asked if anyone wanted to coordinate with business owners.

There was no response from the board.

Item 1.1: Dan Hennesy and Gabe Osburn are preparing a September 29 study session for council on Downtown infrastructure items. Cadance anticipates participating in the meeting.

Item 2.1: Ross Street is in process and expected to wrap on October 31, with significant management and involvement on behalf of the DAO.

Item 2.2: Hugh Futrell and the Courthouse Square Committee will likely bring something forward to the DAO Board in October.

Item 3.2: The Design & Improvement Committee is currently debating signage for the planters. Cadance anticipates meeting with them to finalize what they'd like to see happen.

Item 3.3: Cadance anticipates putting together a list of trees to replace soon, in conjunction with ReLeaf. She noted that it currently takes 8 hours to water street trees, and it is unrealistic to expect the team to take on more watering without additional resources.

7.0 REPORT: BOARD CHAIR

Chair Pauline Block noted the attendance report was included in the packet and recognized everyone for making an effort to attend meetings.

She thanked Beau Anderson for chairing the Nominating Committee and Don Tomasi and Nicole Gaddis for serving on the committee. She noted that nominations could be made through the website and that all board members seeking an additional term would be asked to submit a letter of interest.

Pauline noted that she and Chris Denny are meeting with Jason Nutt to discuss the impacts of the DAO and Clean & Safe Team, as well as an understanding of City versus DAO roles.

Pauline, Hali Lenox and Danielle Nelson shared their perspective on the Chamber's event on homelessness. Pauline recommended having a future speaker at the board meeting from the Bay Area Economic Council to facilitate more conversation.

Pauline reiterated the importance of keeping the DAO aware about communication with the City and Chris reiterated the importance of board members and community members being able to advocate and connect with the City on their own.

8.0 REPORTS: ADVISORY COMMITTEES

8.1 ROSS STREET ACTIVATION

Cadance acknowledged Hali Lenox for sponsoring and supporting the activation with an interview. She stated that the funds were very tight to wrap up the year and that attendance had been strong.

8.2 COURTHOUSE SQUARE IMPROVEMENT COMMITTEE

Cadance shared that the committee would be meeting next week and hopefully have something to share with the board next month.

8.3 DISTRICT RENEWAL

Cadance shared the survey had been distributed and encouraged everyone to take it. She shared that feedback would be brought to the board after the committee had the chance to review.

9.0 ACTION: DOWNTOWN PARKING AGENDA

Pauline noted that the shared memo had been drafted, approved and not distributed due to changes at the City. She reiterated the main points:

1. Discounted employee permits for new businesses
2. Incremental garage parking
3. Adjusted street parking hours

A discussion occurred about overnight parking on Morgan Street and engaging further in all ordinance changes that might be coming forward.

A discussion occurred about whether rolling back to 5pm would benefit businesses or be monopolized by employee parking.

A discussion ensued about the options presented in an email to City staff to immediately address negative parking impacts, including a review of the current status and 90 minutes of free parking.

Further discussion ensued about what items might be added to the previous list of requests and Danielle Nelson made a motion to add free parking from Thanksgiving through New Years Day to the list of requests. Nicole Gaddis seconded the motion and without further discussion, it was unanimously approved.

10.0 ACTION: PROJECT INTAKE GUIDE AND PROJECT BRIEF TEMPLATE

The Board reviewed the Project Intake Guide and Project Brief Templates.

Chris Denny shared that the Project Intake Guide is intended to facilitate discussion at the board level. He reiterated the importance of not making it too cumbersome that people don't bring items to the board and of having champions to support projects. Chris reiterated this is a pilot, which can be adjusted as needed.

Danielle asked for clarification on what happens after a project is approved and a discussion ensued about the various ways a project could be completed, which would be determined as part of the process.

Danielle Nelson made a motion to adopt both documents incorporating recommendations discussed. The motion was seconded by Britt Cooper and without further discussion, unanimously approved.

Pauline noted these documents should be reviewed in 2027 to gauge their effectiveness.

11.0 ACTION: PROPOSED CONSULTANT CONTRACT UPDATES

The Board reviewed the proposed consultant contract updates and Pauline highlighted the key areas of work and the goals of understanding time and resource management.

Beau Anderson made a motion to delegate authority to the Chair and Vice Chair to move through contract negotiations with amendments based on the memo as presented today. Danielle Nelson seconded the motion and without further discussion was unanimously approved.

12.0 FUTURE AGENDA ITEMS

There were no future agenda items discussed.

13.0 ADJOURNMENT

Chair Pauline Block adjourned the meeting at 10:29am.

Attachment 2

Downtown Action Organization

Statement of Activity
January-September, 2026

	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026
Revenue					
1000 Income					
1001 District Assessments	49,856.48	49,856.48	49,856.48	49,856.48	49,856.48
1002 Non District Assessments	10.00		1,249.59		
1003 Interest income	465.49	1,049.94	1,043.30	880.36	787.36
1004 Special Projects					
1004-01 Special Projects - Ross Street Income					
Total for 1004 Special Projects					
Total for 1000 Income	**50,331.97**	**50,906.42**	**52,149.37**	**50,736.84**	**50,643.84**
Total for Revenue	**50,331.97**	**50,906.42**	**52,149.37**	**50,736.84**	**50,643.84**
Gross Profit	**50,331.97**	**50,906.42**	**52,149.37**	**50,736.84**	**50,643.84**
Expenditures					
5000 Primary District Services					
5001 Street Level Services	29,364.01	28,677.48	28,677.49	28,677.49	28,677.49
Total for 5000 Primary District Services	**29,364.01**	**28,677.48**	**28,677.49**	**28,677.49**	**28,677.49**
5100 District Management					
5101 Management / Administration	12,683.33	12,683.33	12,683.33	12,683.33	12,683.33
5102 Bookkeeping	338.00	149.00	149.00	149.00	149.00
5104 Misc. Direct Expense		1,405.52	187.68	566.37	15.00
5105 Financial Services Fees	0.05				
Total for 5100 District Management	**13,021.38**	**14,237.85**	**13,020.01**	**13,398.70**	**12,847.33**
5200 Project Maintenance			1,357.52	6,952.07	2,518.89
5300 Marketing					
5301 Website Management		6,000.00			
5302 Social Media Management	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
5303 Misc. Marketing / Events					1,152.08
5304 Website Development	7,500.00	5,000.00			
Total for 5300 Marketing	**8,500.00**	**12,000.00**	**1,000.00**	**1,000.00**	**2,152.08**
5400 Special Projects					
5401 Ross Street				750.00	
5402 Kids Structures					
Total for 5400 Special Projects				**750.00**	
Total for Expenditures	**50,885.39**	**54,915.33**	**44,055.02**	**50,778.26**	**46,195.79**
Net Operating Revenue	**-553.42**	**-4,008.91**	**8,094.35**	**-41.42**	**4,448.05**
Net Revenue	**-553.42**	**-4,008.91**	**8,094.35**	**-41.42**	**4,448.05**

Downtown Action Organization

Statement of Activity
January-September, 2026

	Jun 2026	Jul 2026	Aug 2026	Sep 2026	Total
Revenue					
1000 Income					
1001 District Assessments	49,856.48	49,856.48	49,856.48	49,856.48	448,708.32
1002 Non District Assessments	1,249.59	2,849.28		1,249.59	6,608.05
1003 Interest income	742.25	1,105.81	1,003.03	868.27	7,945.81
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	23,119.39	10,818.79	78,792.49
Total for 1004 Special Projects	**28,948.71**	**23,405.60**	**25,619.39**	**10,818.79**	**$88,792.49**
Total for 1000 Income	**80,797.03**	**77,217.17**	**76,478.90**	**62,793.13**	**$552,054.67**
Total for Revenue	**80,797.03**	**77,217.17**	**76,478.90**	**62,793.13**	**$552,054.67**
Gross Profit	**80,797.03**	**77,217.17**	**76,478.90**	**62,793.13**	**$552,054.67**
Expenditures					
5000 Primary District Services					
5001 Street Level Services	28,677.49	31,526.77	28,677.49	28,677.49	261,633.20
Total for 5000 Primary District Services	**28,677.49**	**31,526.77**	**28,677.49**	**28,677.49**	**$261,633.20**
5100 District Management					
5101 Management / Administration	12,683.33	12,683.33	12,683.33	12,683.33	114,149.97
5102 Bookkeeping	149.00	149.00	149.00		1,381.00
5104 Misc. Direct Expense	15.00	164.59	16.00	136.00	2,506.16
5105 Financial Services Fees		50.00	74.75		124.80
Total for 5100 District Management	**12,847.33**	**13,046.92**	**12,923.08**	**12,819.33**	**$118,161.93**
5200 Project Maintenance	5,330.00			172.56	16,331.04
5300 Marketing					
5301 Website Management					6,000.00
5302 Social Media Management	1,000.00	1,000.00		1,335.00	8,335.00
5303 Misc. Marketing / Events		800.00	1,324.39		3,276.47
5304 Website Development		7,500.00			20,000.00
Total for 5300 Marketing	**1,000.00**	**9,300.00**	**1,324.39**	**1,335.00**	**$37,611.47**
5400 Special Projects					
5401 Ross Street	28,948.71	23,405.60	25,619.39	7,068.79	85,792.49
5402 Kids Structures				4,250.00	4,250.00
Total for 5400 Special Projects	**28,948.71**	**23,405.60**	**25,619.39**	**11,318.79**	**$90,042.49**
Total for Expenditures	**76,803.53**	**77,279.29**	**68,544.35**	**54,323.17**	**$523,780.13**
Net Operating Revenue	**3,993.50**	**-62.12**	**7,934.55**	**8,469.96**	**$28,274.54**
Net Revenue	**3,993.50**	**-62.12**	**7,934.55**	**8,469.96**	**$28,274.54**

	JAN - MAR 2026				APR - JUN 2026				JUL - SEP 2026				TOTAL			
	Actual	Budget	Over budget by	Percent of budget	Actual	Budget	Over budget by	Percent of budget	Actual	Budget	Over budget by	Percent of budget	Actual	Budget	Over budget by	Percent 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 %	448,708.32	448,708.32	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 %	4,098.87	1,249.79	2,849.08	327.96 %	6,608.05	3,749.37	2,858.68	176.24 %
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 %	7,945.81	765.00	7,180.81	1038.67 %
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		49,843.78		49,843.78		78,792.49		78,792.49	
Total for 1004 Special Projects					**28,948.71**		**28,948.71**		**59,843.78**		**59,843.78**		**$88,792.49**		**$88,792.49**	
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 %**	**216,489.20**	**151,074.23**	**65,414.97**	**143.3 %**	**$552,054.67**	**$453,222.69**	**$98,831.98**	**121.81 %**
Total for Revenue	**153,387.76**	**151,074.23**	**2,313.53**	**101.53 %**	**182,177.71**	**151,074.23**	**31,103.48**	**120.59 %**	**216,489.20**	**151,074.23**	**65,414.97**	**143.3 %**	**$552,054.67**	**$453,222.69**	**$98,831.98**	**121.81 %**
Gross Profit	**153,387.76**	**151,074.23**	**2,313.53**	**101.53 %**	**182,177.71**	**151,074.23**	**31,103.48**	**120.59 %**	**216,489.20**	**151,074.23**	**65,414.97**	**143.3 %**	**$552,054.67**	**$453,222.69**	**$98,831.98**	**121.81 %**
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 %	261,633.20	262,500.03	-866.83	99.67 %
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 %**	**$261,633.20**	**$262,500.03**	**-$866.83**	**99.67 %**
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 %	114,149.97	114,149.97	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 %	1,381.00	2,250.00	-869.00	61.38 %
5103 Insurance / Taxes		5,000.00	-5,000.00	0.0 %										5,000.00	-5,000.00	0.0 %
5104 Misc. Direct Expense	1,593.20	875.01	718.19	182.08 %	596.37	875.01	-278.64	68.16 %	316.59	875.01	-558.42	36.18 %	2,506.16	2,625.03	-118.87	95.47 %
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 %**	**38,789.33**	**39,675.00**	**-885.67**	**97.77 %**	**$118,161.93**	**$124,025.00**	**-$5,863.07**	**95.27 %**
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 %	16,331.04	14,999.99	1,331.05	108.87 %
5300 Marketing																
5301 Website Management	6,000.00	6,000.00	0.00	100.0 %		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 %	8,335.00	9,749.97	-1,414.97	85.49 %
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 %	3,276.47	2,624.99	651.48	124.82 %
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 %**	**$37,611.47**	**$38,374.96**	**-$763.49**	**98.01 %**
5400 Special Projects																
5401 Ross Street					29,698.71		29,698.71		56,093.78		56,093.78		85,792.49		85,792.49	
5402 Kids Structures									4,250.00		4,250.00		4,250.00		4,250.00	
Total for 5400 Special Projects					**29,698.71**		**29,698.71**		**60,343.78**		**60,343.78**		**$90,042.49**		**$90,042.49**	
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 %		15,705.00	-15,705.00	0.0 %
Total for Expenditures	**149,855.74**	**165,034.94**	**-15,179.20**	**90.8 %**	**173,777.58**	**149,035.02**	**24,742.56**	**116.6 %**	**200,146.81**	**141,535.02**	**58,611.79**	**141.41 %**	**$523,780.13**	**$455,604.98**	**$68,175.15**	**114.96 %**
Net Operating Revenue	**3,532.02**	**-13,960.71**	**17,492.73**	**-25.3 %**	**8,400.13**	**2,039.21**	**6,360.92**	**411.93 %**	**16,342.39**	**9,539.21**	**6,803.18**	**171.32 %**	**$28,274.54**	**-$2,382.29**	**$30,656.83**	**-1186.86 %**
Net Revenue	**3,532.02**	**-13,960.71**	**17,492.73**	**-25.3 %**	**8,400.13**	**2,039.21**	**6,360.92**	**411.93 %**	**16,342.39**	**9,539.21**	**6,803.18**	**171.32 %**	**$28,274.54**	**-$2,382.29**	**$30,656.83**	**-1186.86 %**

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	$ -	$ -	$ -	$ 4,098.87	$ -	$ 1,249.59	$ -	$ -	$ 1,249.59	$ 6,598.05	$ 7,847.64	$ 4,998.36	$ 2,849.28
Special Projects - Ross Street						$ 100,000.00	$ 7,500.00	$ 7,500.00					$ 115,000.00			
Interest Income	$ 75.63	$ 655.09	$ 685.67	$ 533.01	$ 450.36	$ 393.14	$ 767.12	$ 652.16	$ 85.00	$ 85.00	$ 85.00	$ 63.93	$ 4,297.18	$ 4,531.11	$ 998.93	$ 3,532.18
Sub Total	$ 437,924.00	$ 655.09	$ 1,935.26	$ 533.01	$ 450.36	$ 100,393.14	$ 197,652.41	$ 8,152.16	$ 28,218.79	$ 85.00	$ 85.00	$ 1,313.52	$ 775,914.22	$ 573,102.87	$ 604,275.00	$ (31,172.13)
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	$ 346,994.13	$ 306,119.56	$ 250,732.39	$ 208,432.57	$ 161,010.26				
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	$ 261,633.21	$ 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	$ 114,150.00	$ 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	$ 749.00	$ 600.00	$ 600.00	$ 1,654.75	$ 3,603.75	$ 3,000.00	$ (603.75)
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	$ 1,000.00	$ 8,335.00	$ 11,335.00	$ 13,000.00	$ 1,665.00
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	$ -	$ -	$ 5,622.59	$ 16,331.04	$ 21,953.63	$ 20,000.00	$ (1,953.63)
Special Projects - Ross Street	$ -	$ -	$ -	$ -	$ 750.00	$ 28,948.71	$ 23,405.60	$ 25,168.39	$ 11,318.79		$ -	$ -	$ 89,591.49	$ 89,591.49	$ 115,000.00	$ 25,408.51
Misc. Direct Expense	$ 1,225.60	$ 187.68	$ 15.00	$ 520.00	$ 15.00	$ 15.00	$ 164.59	$ 16.00	$ 136.00	$ 275.00	$ 275.00	$ 257.13	$ 2,294.87	$ 3,102.00	$ 3,500.00	$ 398.00
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	$ 42,384.82	$ 48,735.82	$ 53,840.54	$ 525,266.83	$ 670,228.02	$ 718,640.00	$ 48,411.98
Account Balance	**$385,813.06**	**$338,770.64**	**$290,823.56**	**$241,374.68**	**$194,879.24**	**$218,468.85**	**$338,841.97**	**$277,900.77**	**$250,647.39**	**$208,347.57**	**$159,696.74**	**$107,169.72**				

Downtown Action Organization

Statement of Financial Position

As of Sep 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
1000000 DAO Operating Funds	0.00
9548 Asawa Project Funds	137,781.38
BUSINESS MONEY MARKET (3502) - 1	245,629.85
REGULAR BUSINESS CHECKING (7727) - 1	3,952.02
Total for Bank Accounts	**$387,363.25**
Accounts Receivable	
Accounts Receivable (A/R)	287,270.42
Total for Accounts Receivable	**$287,270.42**
Other Current Assets	
Cash Transfer Entries	0.00
Failed Payment Clearing	0.00
Payments to deposit	0.00
Total for Other Current Assets	**$0.00**
Total for Current Assets	**$674,633.67**
Total for Assets	**$674,633.67**
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	45,713.16
Total for Accounts Payable	**$45,713.16**
Other Current Liabilities	
Deferred Revenue - Ross Street	21,207.51
Total for Other Current Liabilities	**$21,207.51**
Total for Current Liabilities	**$66,920.67**
Total for Liabilities	**$66,920.67**
Equity	
Opening balance equity	0.00
Retained Earnings	579,438.46
Net Revenue	28,274.54
Total for Equity	**$607,713.00**
Total for Liabilities and Equity	**$674,633.67**

Aerial View


631 First St
655 First St
90 Santa Rosa Ave
100 Santa Rosa Ave
3RD ST
2ND ST
1ST ST
D ST
SANTA ROSA AVE
SONOMA
RAE ST
TUPPER ST
PRINCE MEMORIAL GREENWAY
PRINCE GREENWAY PARK
ROSE STREET PARK
SONOMA AVE PARK
MATANZAS CREEK
CD-7
CD-7-SA
PI-SA
PI-729
R-3-18-SA
R-3-18
R-3-18-H
CN-SA
PD 0225-H

Attachment 4



DTSR

DOWNTOWN SANTA ROSA

SEPTEMBER 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



OUR NEWEST AMBASSADOR!

PATRICK J.
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: 194

TOTAL TRASH SWEEPS: 1,002

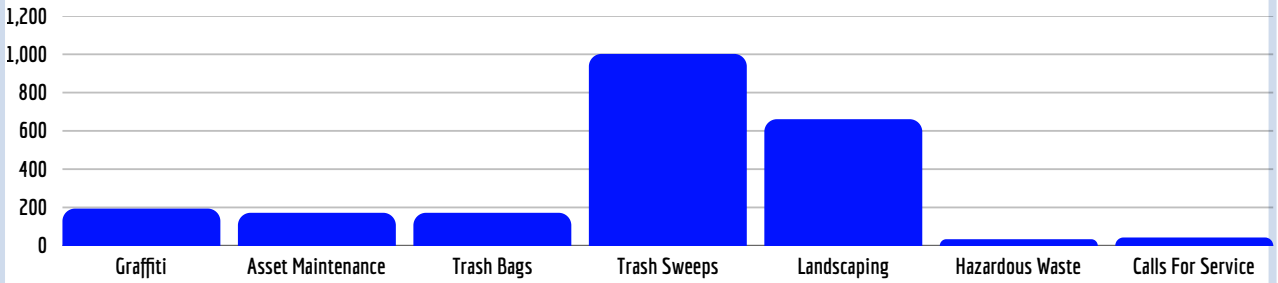
CALLS FOR SERVICE: 43

TRASH COLLECTED IN POUNDS: # of bags x 25lbs 4,300

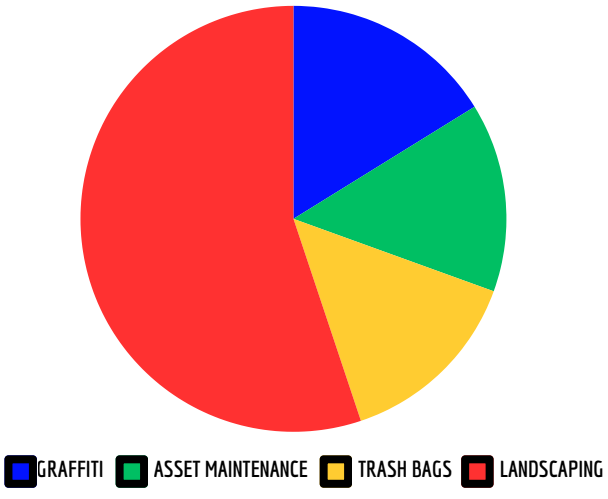
ASSET MAINTENANCE: 172

LANDSCAPING: 661

SEPTEMBER STATISTICS:



GRAFFITI, ASSET MAINTENANCE, TRASH BAGS & LANDSCAPING:



DISTRICT HOT SPOTS:

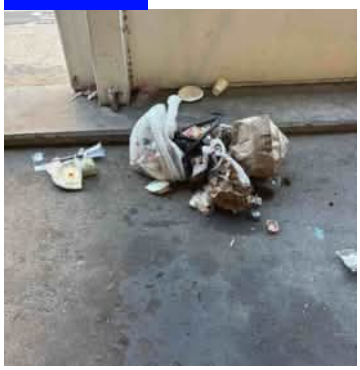


BEFORE & AFTER PHOTOS

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		in process	Scheduled to wrap on October 31. Conducting on site survey. Taking on Sunday management and dates dropped by organizers. Supporting outreach and ongoing maintenance and management of businesses involved. Addressing bookkeeping concerns and challenges.
2. Advisory Committee members to explore Courthouse Square enhancements and activations in coordination with City of Santa Rosa		in process	Advisory Committee continues to work on concepts. City requested DAO to provide budget and concept.
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, 10.26

Name	Absences (of 7)	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	1	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 2)		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		Attendance in Good Standing

Attachment 7

DRAFT - Fixed Asset Policy for Downtown Action Organization

1. Purpose

The purpose of this policy is to establish guidelines for the acquisition, capitalization, tracking, depreciation, safeguarding, and disposal of fixed assets owned by the DAO.

2. Scope

This policy applies to the purchase, management, custody, and disposal of DAO assets.

3. Definition of Fixed Assets

Fixed assets are tangible items purchased for business use that:

- Have a useful life greater than one year
- Are not intended for resale
- Meet the capitalization threshold established by the DAO

4. Capitalization Threshold

Assets will be recorded as fixed assets when:

- The purchase cost is $5,000 or greater per item, and
- The expected useful life exceeds one year

Items below the capitalization threshold will generally be expensed in the period purchased unless otherwise approved by Finance.

5. Asset Acquisition

All asset purchases must:

1. Be approved according to the DAO's purchasing authorization limits
2. Be supported by appropriate documentation, such as purchase orders or vendor invoices
3. Be reported to Treasurer and Bookkeeper for inclusion in the fixed asset register

6. Depreciation

Depreciation will be calculated using the straight-line method unless otherwise approved by Treasurer and Bookkeeper. Depreciation begins when the asset is placed into service.

7. Asset Disposal

Assets may be disposed of through:

- Sale
- Trade-in
- Donation
- Recycling or Scrap

Prior approval from Executive Committee is required before disposal.

Bookkeeper will:

- Remove the asset from the fixed asset register
- Record any gain or loss on disposal
- Maintain supporting documentation

8. Effective Date

This policy is effective as of January 1, 2026 and remains in effect until revised or rescinded.

DTSR
DOWNTOWN SANTA ROSA

STAKEHOLDER SURVEY RESULTS

October 2026

SURVEY OVERVIEW

OUTREACH

- Sent via US Mail to 112 property owners
- Sent via email to 220 business owners
- Direct In Person Outreach by Committee Members

TIMELINE

Survey opened in August 2026 and closed October 4, 2026

PURPOSE

To collect stakeholder feedback to prepare DAO for renewal process, if needed, and gather insight from community prior to 2027 planning.

WHO RESPONDED?

12%

of those who received outreach completed the survey

35%

of respondents were solely property owners

47.5%

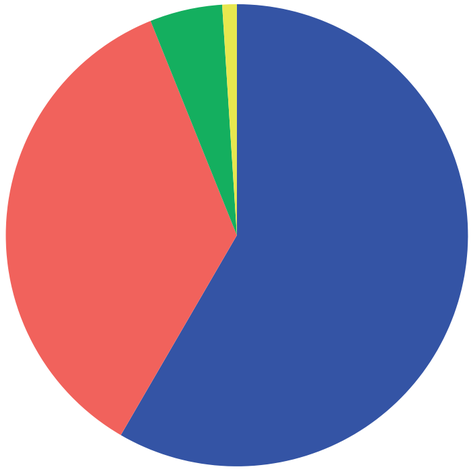
of respondents were business owners or their representatives

17.5%

of respondents were property owners with a business on site

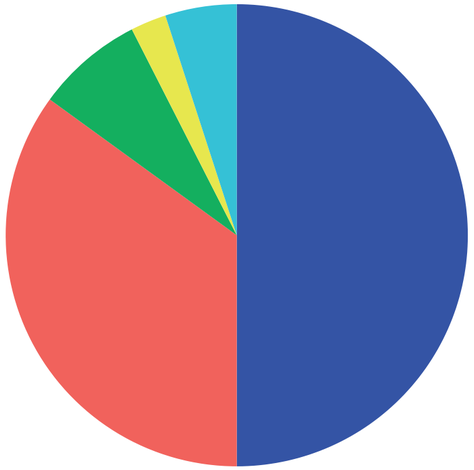
FAVORABLE FEEDBACK

How familar are you with the DAO and its role managing the District?



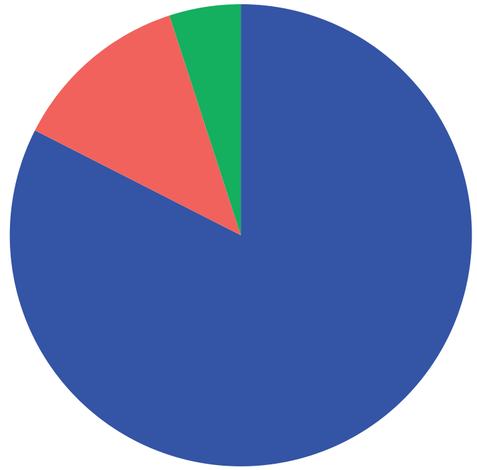
92.5% were Very Familiar or Somewhat Familiar with the DAO and its role

Over the last seven years, how do you think the DAO has impacted the Downtown community?



85% said the DAO had a Very Positive or Somewhat Positive Impact on the Downtown community

How important do you think the DAO is to the Downtown community?



82.5% said the DAO was Very Important to the Downtown Community

OPEN ENDED RESPONSE

WHAT ARE AREAS WHERE THE DAO COULD HAVE A GREATER IMPACT?

- Influencing City action and policy regarding downtown
- Focus events on those that have direct benefits to downtown businesses I.e markets and concerts vs marathons, as an example
- cleanliness, trees, sidewalks, graffiti
- Parking fees and fines
- Better outreach to businesses and property owners
- bringing downtown businesses together

WHAT COMMUNITY NEEDS OR PROGRAMS SHOULD THE DAO FOCUS ON IN THE FUTURE?

- Better lighting and infrastructure improvements
- More places like Ross St for families to enjoy themselves. There a not many places for parents to sit, relax, and have fun while their kids run around.
- Clear out the homeless population & offer free parking
- Free parking for business owners and their employees is important as well as getting vacant property spaces filled with retail other than hairdressing or nails.
- Continued event planning. Not only do they bring business to us but its also just lovely to see downtown full of people and community.

KEY TAKEAWAYS



Value of Clean & Safe Team

Survey respondents frequently mentioned the value of the Clean & Safe Team



Opportuntiies for Clarity and Commuication

Responses indicate there would be value in focusing on providing clarity of roles and improving communication



Wide Array of Needs

Survey respondents showed a wide array of potential focus areas and future programs

NEXT STEPS

INCORPORATE

Feedback can be incorporated into 2027 planning to develop workplan and focus items of organization.

COMMUNICATE

Results and feedback should be shared with Downtown community

SHARE

Data can be provided to partners and collaborators to help gauge position of Downtown community.

Attachment 9

Downtown Action Organization - Ad Hoc Renewal Committee
Survey Analysis
ChatGPT was used to generate initial analysis of the survey response, with edits and additional context provided
Cadance Hinkle Allinson

Outreach in August / September 2026

- Survey sent via US Mail to 112 property owners
- Survey sent via email to 220 business owners
- Direct In Person Outreach conducted by Ad Hoc Committee Members
- Yielded 39 total responses

Who Responded

- 47.5% - Business Representative
- 35% - Property Owner
- 17.5% - Property Owner with Business On Site

Overview of Closed Ended Questions

- Stakeholders see the DAO as important and generally view its impact as favorable, with most seeing a positive impact since its founding
- There is a meaningful opportunity to improve communication, sharpen priorities, and demonstrate impact more visibly.

1. Strong support for the DAO

- 82% of respondents rated the DAO as “Very Important” to the Downtown community
- 84% said the DAO has had either a very positive or somewhat positive impact on the Downtown business community
- Only one respondent characterized the DAO's overall impact as negative

Takeaway: There is a strong foundation of stakeholder support. The survey does not suggest a fundamental problem with the DAO's value; rather, it suggests an opportunity to build on that goodwill.

2. Awareness is good, but not universal

- 22 respondents were very familiar with the DAO.

- 14 were somewhat familiar.
- Only 3 respondents were slightly or not familiar.

The Clean & Safe Team/Blue Shirts is by far the most recognized DAO program, followed by the website, Ross Street, social media, tree replacement, and community events.

Takeaway: People generally know the DAO exists and recognize some of its work, but awareness of the *breadth* of DAO services and programs is less consistent. Some programs - particularly the Native Plant Program - have considerably lower awareness.

3. Communication is the clearest area for improvement

Although nearly half of respondents said the DAO communicates “Very Well,” 16 said “Somewhat” and 4 said “Not Well.” In other words, roughly half of respondents don't feel fully informed about DAO activities.

Email is clearly the preferred communication channel, followed by a mix of mail, text, phone and flyers. Email was the most-preferred method for 22 of 37 respondents who provided usable rankings.

Takeaway: The DAO has an opportunity to make communication more consistent, direct, and outcome-focused—particularly by regularly explaining what the DAO is doing, why it matters, and what results it is producing.

4. Stakeholders want the DAO to focus on visible, tangible improvements

Open-ended responses repeatedly point toward:

- More events and programming - activation of Courthouse Square / live music and entertainment / a stage on the Square / Entertainment Zone
- Business promotion and support
- Cleanliness and safety
- Parking
- Addressing homelessness/public-space issues
- Continued improvements to the physical Downtown environment

Takeaway: There is a strong desire for the DAO to be a visible catalyst for Downtown activity, not simply an organization providing behind-the-scenes services. Much of the suggested items are outside the scope and budget of the DAO, suggesting that a better explanation of the organization’s resources and capabilities could be useful, along with an explanation of what the direct responsibility of City departments.

5. Clear Opportunity Exists for Property Owners

The property-owner responses are encouraging:

- Of the respondents who answered the property-value question, 14 of 16 indicated that the Downtown District has had a positive impact on property value.

- 6 said the impact was very positive and 8 somewhat positive.

Takeaway: One opportunity is to make the DAO's role more explicit to property owners and prospective tenants. Only 11 respondents indicated that they or their brokers share information about the DAO with prospective tenants showing a clear opportunity to educate property owners about explaining the value and benefits associated with the DAO to prospective and new tenants.

Overview of Open Ended Responses

1. Safety, homelessness and cleanliness are the dominant concern and strongest recurring theme across the open-ended responses.

Respondents repeatedly mentioned:

- Homelessness/transient activity
- Perceptions of safety
- Graffiti
- Trash and garbage
- Sidewalk cleanliness
- Early-morning and nighttime safety
- Police presence
- Lighting
- General "curb appeal"

Importantly, these comments are not necessarily asking the DAO to solve homelessness or policing. Many are asking the DAO to advocate, coordinate, document problems, and push the City toward solutions.

Takeaway: The DAO's Clean & Safe work is one of its strongest perceived assets, and respondents explicitly recognize it. There is an opportunity to make this a more prominent part of the organization's value proposition:

> The DAO works every day to make Downtown cleaner, safer, more welcoming and more attractive—and advocates with the City for issues beyond the DAO's direct control.

2. Downtown activation is the second major theme with substantial enthusiasm for creating more reasons for people to come Downtown.

Repeated suggestions include:

- More events and family activities
- A permanent stage
- Entertainment zones
- More late-night activity
- More live music
- More outdoor dining
- More activation similar to Ross Street
- More frequent, smaller-scale events rather than only major events

One respondent particularly captured the sentiment by saying they want Downtown to be a place that is "clean, welcoming, active and easy to enjoy", with consistent programming that gives people a reason to visit regularly.

Another described Ross Street as a model for creating spaces where parents can sit, relax and have fun while their children play.

Takeaway: Respondents aren't simply asking for more events. They're asking for consistent activation that changes the perception and experience of Downtown. That distinction is important, as the goal isn't necessarily to produce more events, but to "help make Downtown an active destination where people want to spend time"

That broader framing connects events to economic development, safety, family activity, business success and overall perception of Downtown.

3. Courthouse Square has emerged as a particularly important opportunity, repeatedly appearing in comments.

Respondents specifically mentioned:

- More activation
- A stage
- Entertainment
- Family activities
- More trees/shade
- Making the Square less "boring"
- Better utilization of the space

Takeaway: There appears to be a broader stakeholder vision emerging around the Square with it continuing to serve as a central gathering place and not just an event venue.

4. Parking is a major business concern and came up repeatedly in both open-ended questions.

Comments included:

- Lower parking meter costs
- Parking fees and fines
- Free parking
- Free parking for employees
- Communicating parking options
- Garage validation
- Parking as a barrier to Downtown visitation
- Concerns about the impact of street design and bike lanes on parking

Takeaway: There is also a notable tension here: respondents don't necessarily agree on what the parking solution should be, but they clearly agree that parking is an important issue. Parking may be one of the clearest areas where stakeholders expect the DAO to act as an advocate and convener, particularly because many of the actual policy decisions are controlled by the City.

The DAO could potentially position itself as the organization that:

- Represents business concerns about parking
- Educates businesses and visitors about existing options
- Advocates for policy changes and works with the City on solutions

5. Business support and economic development are recurring themes.

A number of respondents want the DAO to do more to directly support Downtown businesses.

Suggestions included:

- Small-business promotion
- Cooperative advertising
- Bringing businesses together
- Helping fill vacant storefronts
- Attracting new tenants
- Supporting existing businesses
- Helping prospective tenants navigate the City
- Promoting higher-quality retail/service businesses
- Supporting restaurants and existing businesses
- Creating more foot traffic

One particularly thoughtful response suggested that the DAO could be a stronger "connector and advocate" for businesses. Another suggested maintaining a real-time vacancy list, connecting landlords with entrepreneurs, promoting pop-up leases and helping businesses navigate permitting.

Takeaway: There appears to be an expectation that the DAO should not only market Downtown, but also actively contribute to Downtown economic development.

6. Business communication and engagement needs improvement as well as bringing businesses together.

This theme appears in several different forms.

Respondents asked for:

- Better communication with individual businesses
- Better outreach to businesses and property owners
- More canvassing
- Bringing businesses together
- Creating a more unified business community
- Better communication about DAO and its initiatives
- Better communication with residents
- More promotion of the DAO's website
- More clarity about why certain projects are being pursued

One response is particularly revealing: If they didn't attend Board meetings regularly, they wouldn't know about key initiatives.

Another respondent specifically said that Downtown businesses "don't always share a collective perspective or fully understand the role the DAO can play."

Takeaway: There is a core communication and engagement issue. The DAO may be communicating, but not necessarily broadcasting its impact or getting stakeholders involved.

There is a difference between "We communicated the information." and "Our stakeholders understand what we're doing and why it matters."

The DAO has an opportunity to strengthen its communication as well as its role as a business network, by providing roundtables, networking opportunities, orientation for new businesses and creating business issue task forces.

7. Stronger advocacy with the City is another recurring theme.

Respondents specifically asked for a voice to advocate for issues with City Council.

- Advocacy with City Hall
- Influencing City policy
- Making Downtown safer
- Advocating for development incentives
- Reducing park impact fees

- Addressing homelessness
- Parking advocacy
- Infrastructure improvements

This suggests that stakeholders view the DAO's role as more than providing services.

Takeaway: This may be one of the most important roles to clarify publicly: The DAO is the collective voice of Downtown businesses and property owners. That could be particularly powerful because several respondents also mentioned that Downtown businesses aren't always unified.

8. Beautification and the physical Downtown environment matter

There is a consistent desire for visible improvements.

Respondents mentioned items that are highly visible indicators of Downtown's condition:

- Trees
- Sidewalks
- Lighting
- Graffiti
- Trash
- Landscaping
- Streetscape improvements
- Curb appeal
- Long-term maintenance
- Infrastructure
- Courthouse Square shade

Takeaway: The DAO's tree replacement/native planting and Clean & Safe work therefore appear to have an opportunity to be better connected in people's minds. Instead of presenting these as individual programs, the DAO could frame them under a larger objective: Making Downtown cleaner, greener and more attractive.

9. A Strong Need for Focus

One respondent explicitly recommended that the DAO "simplify its work plan and focus on just a few high profile areas" and another praised the Executive Committee for developing a system of priorities and called for a "more coherent and systematic/deep visioning and planning process."

This is reinforced by the fact that respondents suggested a very wide variety of programs—from parking and homelessness to art, housing, events, trees, vacant storefronts, police patrols and economic development.

Takeaway: Stakeholders want the DAO to do more, but the survey also suggests they want the organization to focus. That creates a strategic opportunity.

Rather than presenting 15–20 separate initiatives, the DAO could organize its work around four or five major outcomes, potentially including:

1. Clean & Safe: Clean streets, graffiti removal, homelessness advocacy, safety, lighting, trees and streetscapes
2. Business Vitality: Vacant storefronts, business recruitment/retention, promotion, cooperative marketing.
3. Downtown Activation: Events, Courthouse Square, Ross Street, family activities, entertainment
4. Advocacy/Representation: A voice for Downtown and the issues important to the community.

That structure would encompass most of the concerns raised in the survey without making the DAO appear scattered.

10. An Important Opportunity to Provide Clarity

A subtle but important theme is that respondents sometimes attribute broader Downtown problems to the DAO even when those issues are largely controlled by the City.

For example:

- Parking policy
- Bike lanes
- Police patrols
- Homelessness
- Development fees
- Street infrastructure
- Public-space policies

Takeaway: This creates a potential expectation-management problem and the DAO could benefit from more explicit community around what they control, what they influence and what they advocate for:

For example:

DAO Role	Examples
Controls	Clean & Safe, Downtown Website, Trees and Sidewalk Planters, Communication to Stakeholders

Influence	Infrastructure
Advocates	Parking, safety, homelessness, development policy, events

That distinction could make the DAO's accomplishments much easier for stakeholders to understand.

11. The positive comments are important too

The open-ended responses aren't overwhelmingly negative. In fact, several respondents explicitly praised the DAO.

Notable positive themes include:

- Clean & Safe is working
- Ross Street is valued
- Beautification efforts are appreciated
- The new website is viewed as a major asset
- The DAO's advocacy is valued
- Stakeholders recognize the organization's work

One respondent specifically described the DAO's work bringing Block by Block to Downtown as "amazing." Another said the DAO is doing a "great job" with cleanliness and safety.

So the survey isn't saying "the DAO isn't working."

It is much closer to saying: "The DAO is doing good work, but we want to see more of it, understand it better, and see it focused on the issues that most affect Downtown."

Overall Interpretation

Stakeholders want a more active, visible and focused DAO.

They want the organization to:

- Make Downtown cleaner and safer - address homelessness and public-space concerns through advocacy and partnerships.
- Make Downtown more active - create consistent programming, especially in Courthouse Square, and continue successful concepts like Ross Street
- Make Downtown more business-friendly - support existing businesses, attract new tenants, fill vacancies and create more foot traffic

- Make Downtown more attractive - invest in trees, lighting, sidewalks, graffiti removal and other highly visible improvements
- Be a stronger voice for Downtown - advocate with the City on parking, safety, infrastructure, development and other policies
- Communicate more effectively - make sure businesses and property owners understand what the DAO is doing and what results it is producing
- Bring the business community together - serve as a stronger connector among businesses, property owners, the City and other Downtown organizations.

The biggest strategic opportunity

The survey seems to point toward a shift from communicating the DAO as a collection of programs to communicating it as an organization responsible for a few highly visible outcomes: Clean & Safe + Business Vitality + Downtown Activation + Advocacy/Representation.

That would make the DAO's work easier to understand, provide a framework for prioritizing future initiatives, and give the Board a much clearer way to evaluate whether the organization is succeeding.

The results do not point toward a need to fundamentally redefine the DAO. Instead, they suggest an opportunity to strengthen the organization's positioning around these outcomes. A particularly compelling next step would be to translate those priorities into a simple message such as “Here’s what the DAO does, here’s what it accomplished this year, and here’s what we’re focused on next.” This could be incorporated into the monthly newsletters, added to the website and better communicated by board members to the community. The Annual Report could also be simplified and distributed in a new form, such as video, to better reach the intended stakeholders. That could help address the communication gap while also giving stakeholders a clearer understanding of the DAO's value.

One caveat: This is a relatively small sample of 39 respondents, so I would treat the results as directional stakeholder feedback rather than statistically representative of the entire Downtown business/property-owner population.