



Downtown Sausalito Business Improvement  
District Association (DSA)  
Annual Report for Fiscal Year 2025-2026  
September 30, 2026

# Downtown Sausalito Business Improvement District Association (DSA) Annual Report for Fiscal Year 2025-2026

## Introduction

The Downtown Sausalito Property Improvement District (Figure 1) was established in June of 2024 by the Sausalito City Council following a vote of the District property owners in support of creation of district creation (87% of the assessed value voted in favor). The Downtown Sausalito Business Improvement District Association (DSA) was established in November of 2024 to manage the tax funds raised by the Downtown Sausalito Property Improvement District under a disbursement agreement with the City of Sausalito (final in March of 2025). The DSA is managed by its Board of Directors and officers which include Kass Green (President), Amy Svendberg (Vice President), Farid Nadjibi (CFO), Brandon Phipps (Secretary), Melissa Blaustein, Issac Lappert, Linda Fotsch, Carolyn Revelle, Adrian Brinton, Keith Wesslemann, Sandra Martinez, Aness Pogni, Bridget Hook, and Daniel Chandor. The DSA is registered as a public benefit corporation with the State of California and the IRS and operates under the California Brown Act.

## Summary of Fiscal Year 2025-26 Accomplishments

The DSA fiscal year runs from July 1 to June 30 of each year. Fiscal Year 2025-26 accomplishments are many including:

- Development of DSA branding and establishment and launch the DSA website ([www.downtownsausalito.org](http://www.downtownsausalito.org)) .
- DSA's Events Working Group led the consortium that holds Holiday by the Bay, created and held the first annual Dogs by the Bay, and supported other events.
- Landscape Improvements

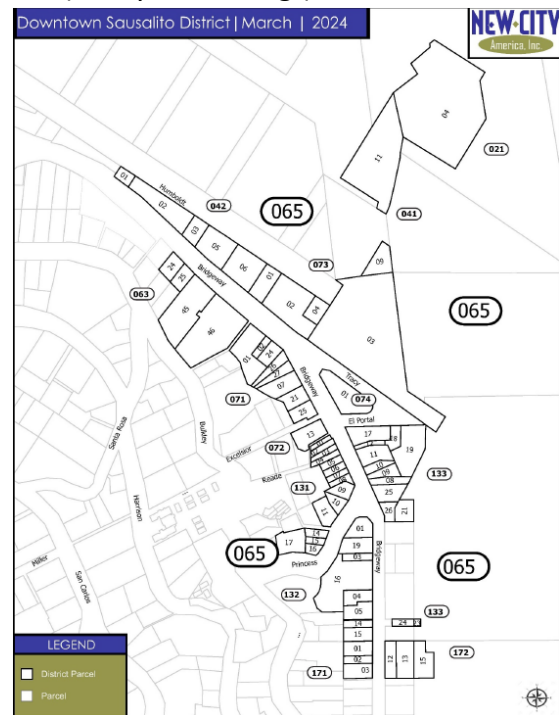


Figure 1. Parcel map of the Downtown Sausalito Property Improvement District.

- Worked with a professional sign designer to design Wayfinding maps for 3 locations in Downtown Sausalito.
- Relit Tracy Way.
- Maintained and added (from 14-21) to the hanging flower baskets throughout Downtown.
- Maintained and added to the café tables and chairs at the Ferry Landing and Tracy Way.
- Retained SWA to study streetscape ideas for Bridgeway and Princess Streets
- Donated \$10,000 to the Sausalito Chamber of Commerce for the production and distribution of the Sausalito Guide.
- Interacted and coordinated with multiple Sausalito organizations including The Sausalito Chamber of Commerce, Sausalito Beautiful, Sausalito Historical Society, Sausalito Foundation, Rotary, Sausalito Center for the Arts, and City of Sausalito Economic Development, Public Works, and Park and Recreation staff.
- Held 12 board meetings.
- Held the annual meeting and elected new members.
- Developed a strategic plan for FY 2026-27 investments and a budget for that fiscal year.

The Profit and Loss Statement for the Fiscal Year 2025-26 is shown in Table 1. Most, but not all of DSA's revenue comes from property taxes. Donations of \$3450 last year along with sales of T-shirts and hoodies also added to revenues. The largest expenditure was for creation of the DSA website, followed by Hanging Baskets and Events. The negative net revenue is a reflection of the timing of receipts from property taxes and does not represent a negative cash position, as DSA ended the Fiscal Year with \$171,869.46 in cash. Table 2 shows the 2025-26 budget compared with actual expenditures.

DSA investments are divided into 4 categories: demand creation, infrastructure improvements, administration/management, and contingency/reserve.

## Demand Creation

### *DSA Branding and Website*

One of DSA's biggest accomplishments in FY2025-26 was the creation and launch of the DSA website ([www.downtownsausalito.org](http://www.downtownsausalito.org)) which was initiated with the development of DSA's brand. Meetings were held between the Board and the Cunningham Collective's Andy Cunningham, who donated her time to DSA. District businesses were queried as to their impressions of Sausalito and priorities for DSA. The Board then established "Sausalito – The

## Downtown Sausalito Business Improvement District Association

Profit and Loss (2025-07-01 to 2026-06-30)

July, 2025-June, 2026

|                               | Admin             | Events            | Hanging Baskets   | Marketing         | Nighttime lights | Other signs      | T-shirts        | Website           | wayfinding signs | Not specified     | Total               |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|-----------------|-------------------|------------------|-------------------|---------------------|
| <b>Revenue</b>                |                   |                   |                   |                   |                  |                  |                 |                   |                  |                   |                     |
| Contributions                 |                   | 1,450.00          |                   |                   |                  |                  |                 |                   |                  | 2,000.00          | 3,450.00            |
| Government service revenue    |                   |                   |                   |                   |                  |                  |                 |                   |                  | 102,712.49        | 102,712.49          |
| Inventory sales revenue       |                   |                   |                   |                   |                  |                  | 270.00          |                   |                  |                   | 270.00              |
| Other revenue                 |                   |                   |                   |                   |                  |                  |                 |                   |                  | 1,207.00          | 1,207.00            |
| <b>Total for Revenue</b>      |                   | <b>1,450.00</b>   |                   |                   |                  |                  | <b>270.00</b>   |                   |                  | <b>105,919.49</b> | <b>\$107,639.49</b> |
| <b>Cost of Goods Sold</b>     |                   |                   |                   |                   |                  |                  |                 |                   |                  |                   |                     |
| <b>Gross Profit</b>           |                   | <b>1,450.00</b>   |                   |                   |                  |                  | <b>270.00</b>   |                   |                  | <b>105,919.49</b> | <b>\$107,639.49</b> |
| <b>Expenditures</b>           |                   |                   |                   |                   |                  |                  |                 |                   |                  |                   |                     |
| Accounting fees               | 500.00            |                   |                   |                   |                  |                  |                 |                   |                  |                   | 500.00              |
| Dues & subscriptions          | 50.00             |                   |                   |                   |                  |                  |                 |                   |                  |                   | 50.00               |
| Information technology        |                   |                   |                   | 468.00            |                  |                  |                 | 57.26             |                  |                   | 525.26              |
| Insurance                     | 5,260.00          |                   |                   |                   |                  |                  |                 |                   |                  |                   | 5,260.00            |
| Legal fees                    | 5,000.00          |                   |                   |                   |                  |                  |                 |                   |                  |                   | 5,000.00            |
| Other expenses                |                   |                   | 600.00            |                   |                  |                  |                 |                   |                  |                   | 600.00              |
| Printing & publications       |                   |                   |                   | 10,000.00         |                  |                  |                 |                   |                  |                   | 10,000.00           |
| Subcontractor                 |                   | 23,486.79         | 23,991.62         |                   | 4,258.43         | 1,814.40         | 1,052.70        | 34,045.86         | 3,300.00         |                   | 91,949.80           |
| Uncategorized Expense         |                   |                   |                   |                   |                  |                  |                 |                   |                  | 2,900.00          | 2,900.00            |
| <b>Total for Expenditures</b> | <b>10,810.00</b>  | <b>23,486.79</b>  | <b>24,591.62</b>  | <b>10,468.00</b>  | <b>4,258.43</b>  | <b>1,814.40</b>  | <b>1,052.70</b> | <b>34,103.12</b>  | <b>3,300.00</b>  | <b>2,900.00</b>   | <b>\$116,785.06</b> |
| <b>Net Operating Revenue</b>  | <b>-10,810.00</b> | <b>-22,036.79</b> | <b>-24,591.62</b> | <b>-10,468.00</b> | <b>-4,258.43</b> | <b>-1,814.40</b> | <b>-782.70</b>  | <b>-34,103.12</b> | <b>-3,300.00</b> | <b>103,019.49</b> | <b>-\$9,145.57</b>  |
| <b>Other Revenue</b>          |                   |                   |                   |                   |                  |                  |                 |                   |                  |                   |                     |
| <b>Other Expenditures</b>     |                   |                   |                   |                   |                  |                  |                 |                   |                  |                   |                     |
| <b>Net Other Revenue</b>      |                   |                   |                   |                   |                  |                  |                 |                   |                  |                   |                     |
| <b>Net Revenue</b>            | <b>-10,810.00</b> | <b>-22,036.79</b> | <b>-24,591.62</b> | <b>-10,468.00</b> | <b>-4,258.43</b> | <b>-1,814.40</b> | <b>-782.70</b>  | <b>-34,103.12</b> | <b>-3,300.00</b> | <b>103,019.49</b> | <b>-\$9,145.57</b>  |

Table 1. Profit and Loss for the Downtown Business Improvement District Association July 1, 2025-June30,2026.

Table 2. FY 2025-26 Budget vs Actual Expenditures.

| Working Group                   | FY2025-2026<br>Budget | Actually Spent<br>2025-26 | Difference          | Comments                                                                                                           |
|---------------------------------|-----------------------|---------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------|
| Hanging Baskets                 | \$15,000              | \$ 24,591.62              | (\$9,591.62)        | Reflects under-estimate of costs & prepayment for 2026 plants                                                      |
| Dead Tree Removal & Replacement | \$10,000              | \$ -                      | \$10,000.00         | Funds not needed                                                                                                   |
| Waterfront Access               | \$15,000              | \$ -                      | \$15,000.00         | Unable to generate interest                                                                                        |
| Wayfinding & Other Signs        | \$53,000              | \$ 5,114.40               | \$47,885.60         | Project delayed but well underway now                                                                              |
| Nighttime Lights                | \$25,000              | \$ 4,258.43               | \$20,741.57         | Decided to make a major investment in 2026-27 instead                                                              |
| Insurance                       | \$4,614               | \$ 5,260.00               | (\$646.00)          | Needed to renew 1 policy before end of fiscal year                                                                 |
| Branding                        | \$10,000              |                           | \$10,000.00         | All costs for branding included in marketing costs; does not include donation of in kind time from Andy Cunningham |
| Events                          | \$22,500              | \$ 22,036.79              | \$463.21            | Dogs by the Bay, Holiday by the Bay, etc.                                                                          |
| Marketing, PR, etc.             | \$60,000              | \$ 45,353.82              | \$14,646.18         | Includes branding, website & funding for Sausalito Guide                                                           |
| Street Scape                    | \$0                   | \$ -                      | \$0.00              | All costs incurred in 2026-27 fiscal year                                                                          |
| Administrative                  | \$31,500              | \$ 13,710.00              | \$17,790.00         | Decided not to hire an executive director during fiscal year. Includes legal fees for branding.                    |
| Contingency                     | \$7,902               | \$ -                      | \$7,902.00          | Not used                                                                                                           |
| <b>Total</b>                    | <b>\$ 254,516</b>     | <b>\$ 120,325.06</b>      | <b>\$134,190.94</b> |                                                                                                                    |

Dock of the Bay” as DSA’s tag line. Next, colors and fonts were developed by Haus of Hite who also created graphics for the DSA logo as well as for T-shirts, hoodies and banners (to be installed in 2026-27) which are illustrated in Figure 2. The tagline has been trademarked and the graphics have been copywritten.



Figure 2. DSA brand suite including DSA logo and graphics.

Website development was accomplished by DSA board volunteers, Haus of Hite, Scarpazi Agency, and Geometric staff. Geometric’s CityLights platform is a map-based platform which ties information about each site to its location on an online map. The comprehensive website includes listings of all Downtown Sausalito businesses and attractions; blogs on shopping, hotel stays, dining, and events; an easy to use events calendar which also highlights major events; opportunities for doing business in Sausalito, information about DSA and our activities, and a 3D interactive map of close-by hiking trails (see Figures 3 & 4). Recently, business listings were expanded to include interested businesses in Old Town and on Caledonia.



Figure 3. The landing page of [www.downtownsausalito.org](http://www.downtownsausalito.org).

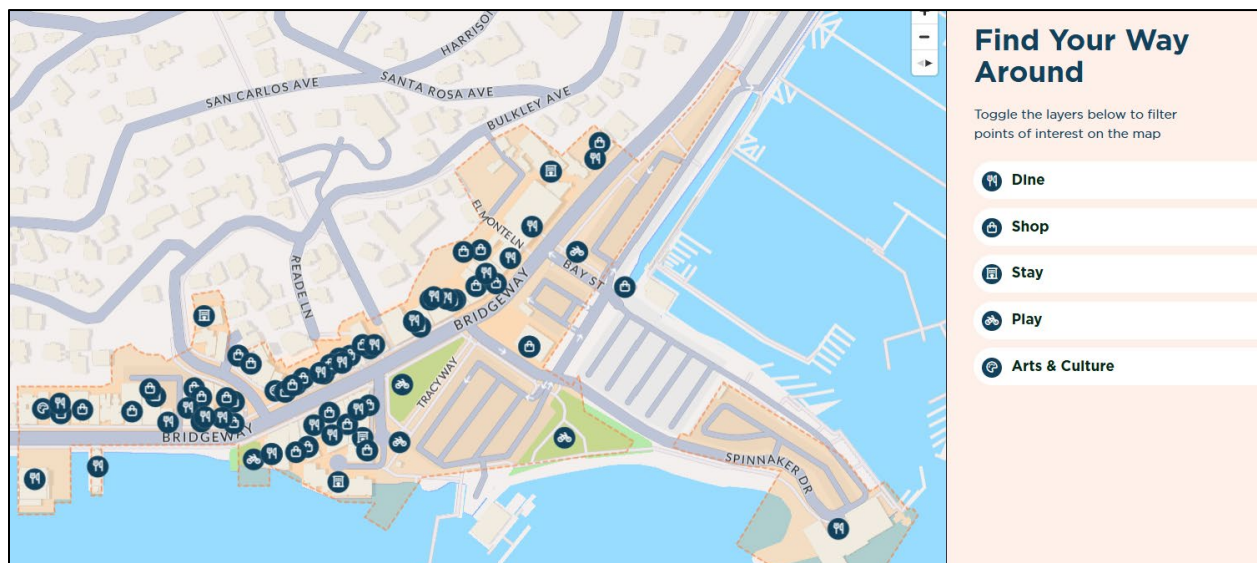


Figure 4. Interactive map of the DSA website.

## Events

DSA creates and supports events downtown which bring visitors and residents alike to our thriving downtown. DSA's events working group was involved in many Sausalito events, and led the efforts on two, Holiday by the Bay and Dogs by the Bay.

Holiday by the Bay is a month-long community celebration that brings Sausalito's downtown



*Figure 5. Holiday by the Bay's capstone event is the lighted boat parade.*

and waterfront to life during the holiday season. The program features traditions such as the holiday tree lighting, Santa's arrival, the Lighted Boat Parade and fireworks, the Gingerbread House Tour, holiday markets, and family activities. By combining civic traditions with downtown shopping, dining, arts, and waterfront experiences, Holiday by the Bay encourages residents and visitors to spend time in Sausalito throughout December and

supports local businesses during an important retail and tourism season.

Dogs by the Bay, launched in spring 2026, is a new event designed to showcase Sausalito as a welcoming, dog-friendly destination while bringing residents, visitors, local businesses, and community organizations together. The inaugural event featured a waterfront dog parade, costume contest, live music, dog-oriented vendors, animal-welfare organizations, demonstrations, and activities throughout downtown and at Gabrielson Park. The event also incorporated a Dog Passport program that encouraged participants to visit local shops and restaurants, extending the event's economic activity beyond the waterfront and creating connections between visitors and downtown businesses.



*Figure 6. Dogs by the Bay brought visitors to Sausalito from the entire Bay Area.*

## Other Demand Creation Activities

DSA joined with the Sausalito Chamber of Commerce to produce and distribute the stunning Sausalito Guide created by Haus of Hite (Figure 9). Ten thousand copies were produced. DSA also created T-shirts, bags, and hoodies promoting our brand, as well as postcards announcing the launch of the website.



Figure 7. The Sausalito Guide, postcard, and branded items.

## Landscape Improvements

DSA investments in landscape improvements include expanded investments in both hanging flower baskets and Tracy Way café tables and chairs (Figure 5), as well as design of wayfinding signs to be placed downtown.

Because current downtown wayfinding signs are confusing, inconsistent, and often incorrect, DSA worked with professional street map designer Frances Kalbfeld to design wayfinding signs to be placed in 3 locations downtown (figure 6). An application for placing the signs was filed with the City in Sept. of 2026.



Figure 8. Hanging flower baskets throughout downtown and café tables and chairs at the Ferry Landing and along Tracy Way.



Figure 9. Example of a wayfinding sign at the south end of Vina del Mar Park. Wayfinding signs will include QR codes that link to the DSA website maps.

## Administration/Management

DSA initially hired a consultant to administer the organization. However, the arrangement was not productive, and the decision was made to have the Board and officers manage DSA for the first year. That model proved successful, but also taxing for board members. For FY 2026-27 DSA will retain 2 consultants to support operations – one to manage the books, and another to support marketing efforts including the creation of a monthly newsletter, website maintenance, and social media.

## Contingency/Reserve

DSA did not tap into the 2025-26 budgeted contingency funds. The funds and the surplus from FY 2025-26 were moved into the FY2026-27 Budget.

## FY 2026-27 Budget

Table 3 presents DSA's 2026-27 budget.

| Working Group Expenses | FY2026-2027<br>Initial Budget | Updated 2026-<br>27 budget |
|------------------------|-------------------------------|----------------------------|
| Landscape Improvement  | \$18,600                      | \$43,600                   |
| Waterfront Access      | \$0                           | \$ -                       |
| Wayfinding Signs       | \$50,000                      | \$40,000                   |
| Nighttime Lights       | \$62,000                      | \$ 57,000                  |
| Events                 | \$50,000                      | \$50,000                   |
| Marketing, PR, etc.    | \$79,500                      | \$ 69,500                  |
| Administrative         | \$44,000                      | \$44,000                   |
| Contingency            | \$8,000                       | \$ 8,000                   |
| <b>Total</b>           | <b>\$312,100</b>              | <b>\$312,100</b>           |

Overall, the 2026-27 FY budget is higher than the anticipated revenue of \$235,526. The plan is to expend the past year's surplus in the 2026-27 fiscal year. The budget for Landscape Improvements has been greatly increased over last year to account for DSA's investment in the DSA, Sausalito Beautiful, and City of Sausalito jointly funded bulb-out of the sidewalks on Princess at the Princess/Bridgeway intersection, which is currently under design. This exciting project will greatly increase the safety of the intersection, better capture the expansive view at that location, and encourage people to stop and contemplate Sausalito's beauty.

Wayfinding Signs reflects the costs of manufacturing and installing the 3 signs (see figure 9). The design for the signs was completed last fiscal year, and the application has been submitted to the Public Works Department.

The event budget is increased over last year to enable the expansion of the events program and the hiring of more support for events. The Nighttime Lights budget was also greatly increased so to provide better lighting on Tracy Way and Princess Street.

## Summary

In its first full fiscal year 2025-26 DSA invested \$116,785.06 in downtown Sausalito. An additional \$30,000 was expended in the first quarter of FY2026-27 to support investments initiated in FY 2025-26. DSA's FY 2026-27 budget anticipates investments totaling \$312,100 which will expend the current surplus and anticipated 2026-27 revenues.

By far the largest investment of the past year results from the hundreds of hours of volunteer time expended by the DSA board, businesses and residents - whether creating and launching the website, or establishing and holding successful events such as Dogs by the Bay, or managing multiple subcontractors to ensure that the hanging baskets are beautiful and healthy - DSA's board and its community are fully engaged and committed to the economic vitality, beauty, and success of Sausalito.