



DOWNTOWN BERKELEY ASSOCIATION

STRATEGIC ACTION PLAN

2010 – 2012

Prepared for
Downtown Berkeley Association
(510) 549-2230
www.downtownberkeley.org

Prepared by
CDA Strategies
(510) 704-0130
www.cdastrategies.com



August 27, 2009

Dear Downtown Berkeley Association members,

On behalf of the Downtown Berkeley Association (DBA) Board of Directors, staff and volunteers, as well as the Downtown Berkeley Business Improvement District (BID) Advisory Board, we are pleased to introduce this Strategic Action Plan, which will guide the DBA for the next three years (2010-2012).

Our planning process started with a simple question: *Now that the DBA is 20 years old, is it time for a change?*

Through DBA's advocacy and marketing efforts over the past two decades, we have worked to revitalize our Downtown and attract customers and visitors to our city center with its many wonderful arts and cultural attractions, restaurants and unique businesses.

However, the current global economic crisis threatens many of our hard fought victories. Today, we are seeing too many empty storefronts and the ground floor vacancy rate has climbed to 16%.

As the only organization representing Downtown stakeholders, we recognize that we are operating in a competitive regional market and we must work harder to make Downtown more attractive and welcoming to new and existing businesses, customers and visitors.

We are excited about the DBA's future as envisioned in this plan. It represents a new "take charge" direction for the DBA. In addition to a much more robust advocacy and marketing strategy, it proposes that the DBA will address retail vitality, cleanliness and safety by providing new services that will augment, not replace, the City's baseline services. This plan details the services DBA intends to provide, and proposes a strategy to raise sufficient funds from public and private sources to pay for them.

We are committed to an inclusive community outreach process with many opportunities for your participation as we begin to implement the recommendations in the Strategic Action Plan. If you have any questions, please do not hesitate to contact Deborah Badhia, DBA Executive Director, at (510) 549-2230 x12 or email deborah@downtownberkeley.org.

Sincerely,

Mark McLeod, President
Downtown Berkeley Association

Susie Medak, Chair
Downtown Berkeley BID Advisory Board

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Strategic Action Plan Task Force Members

DBA Board of Directors

Officers:

Mark McLeod, President
Sustainable Business Alliance

Fran Gallati, Vice President
Berkeley-Albany YMCA

Ito Ripsteen, Treasurer
Gordon Commercial Real Estate Services

DBA Board Directors:

Steve Baker, Freight & Salvage Coffee House

Tim L. Hansen, Goldstone Management

Robert Long, Building Opportunities for Self
Sufficiency

Susie Medak, Berkeley Repertory Theatre

Perry Patel, The Shattuck Hotel/BPR Properties

Daniel Rabin, Townsend I, LLC

Amy Tobin, The David Brower Center

Austene Hall, ex-officio member
Berkeley Architectural Heritage Association

Guests:

Michael Caplan, City of Berkeley

Jennifer Cogley, City of Berkeley

Kevin Hufferd, UC Berkeley

David Mayeri, DMM & Associates

Soheyl Modarressi, Oxcent Development Group

Ella Paris, Oxcent Development Group

Amy Thomas, Pegasus & Pendragon Books

Amanda West, Amanda's Restaurants

Bruce Wicinas

Janet Winter, Games of Berkeley

Downtown Berkeley BID Advisory Board

Officers:

Susie Medak, Chair
Berkeley Repertory Theatre

Betty Inclan, Co-Chair
Berkeley City College

BID Advisory Board Members:

Fran Gallati, Berkeley-Albany YMCA

Mark McLeod, Sustainable Business Alliance

Ariel Rabin, Rabin Worldwide

Kristine Seinsch, Jazzcafé

Mohammed Talai, KT Properties

DBA Staff:

Deborah Badhia, Executive Director

Katherine Scherbel, Marketing Manager

Katie McCann, Administrative Support

Special thanks to:

City of Berkeley panelists:

Michael Caplan, Office of Economic Development
Jim Hynes, City Manager's Office
Matt Nichols, Public Works - Transportation Division
Matt Taecker, Planning & Development Department

Community Benefits District (CBD) panelists:

Deborah Boyer, Lake Merritt CBD
JC Wallace, Downtown Oakland CBD
Rodney Fong, Fisherman's Wharf CBD
Karin Eklund, Union Square CBD

Overview on PBIDs forum:

Marco Li Mandri, New City America

Executive Summary

The Downtown Berkeley Association (DBA) Strategic Action Plan for the next three years (2010-2012) represents a change in direction for the 20-year-old organization. In addition to a much more robust advocacy and marketing strategy, this Strategic Action Plan proposes that the DBA will address retail vitality, cleanliness and safety by providing new services that will augment, not replace, the City's baseline services.

In this time of economic uncertainty and declining resources, the DBA proposes to forge an expanded public-private partnership between all the Downtown property and business owners, including the City and UC Berkeley, in order to provide the resources to fund these needed new services and maximize the attention focused on Downtown revitalization.

The Strategic Action Plan is based on extensive research. The DBA surveyed its members to identify their priorities; interviewed City staff to determine how to strengthen the partnership to achieve mutual goals; and met with representatives from neighboring business improvement districts in Oakland and San Francisco to learn their best practices. After much discussion and analysis, the Strategic Action Plan Task Force developed a priority-based budget with a detailed scope of services, and a strategy for implementation.

As a result, the DBA will dedicate the Plan's first year (2010) to generating consistent and sufficient funding to support the provision of "enhanced" direct services, which go beyond what the City provides, starting in January 2011. Concurrently, the DBA Board will work to strengthen the organization's effectiveness in terms of advocacy, marketing, and service delivery.

Background:

In early 2009, the DBA Board convened a Strategic Action Plan Task Force to develop a three-year work plan. The Task Force included the DBA Board, the City Council-appointed Downtown Berkeley BID Advisory Board, and guests representing the City and UC Berkeley staff, and property and business owners who met every two weeks for six months.

The Task Force recognized that the DBA's 20th anniversary presented an opportunity to reevaluate how the organization could most effectively help revitalize the Downtown. For the past two decades, DBA's approach has focused on political advocacy and marketing. During this time, DBA has forged a partnership with the City of Berkeley that has led to more attention and resources focused on the Downtown.

However, Downtown has not escaped the impacts of the economic downturn. There are too many empty storefronts and the ground floor vacancy rate has climbed to 16%. Similarly, as the state budget crisis persists, the City faces shortfalls and severe limitations on the level of services it can provide. DBA members expressed alarm that the Downtown is becoming less welcoming and attractive to visitors and customers.

What the Task Force learned is that most Business Improvement Districts (BIDs) are providing direct services beyond what their municipal governments provide. The agreement is that these additional BID funded services augment, not replace, the City's commitment to provide an agreed

upon level of “baseline” services. Most BIDs dedicate nearly two-thirds of their total budgets towards improving the cleanliness and safety of the district. The average annual budget for a BID comparable to Downtown Berkeley is approximately \$1 million or more, which reflects their commitment to *provide services at a level high enough to make a real difference.*

The Plan’s Core Programs:

The Plan’s six core programs provide a combination of new services with a more focused Advocacy Agenda. These programs reflect the Task Force’s priorities that are aligned with the results from the online survey of DBA’s membership (*see “DBA Member Survey,” page 25*).

1. Economic Development

To fulfill DBA’s vision for a “Prosperous Downtown,” the Executive Director will lead the DBA’s effort to encourage economic development. The work will focus on attracting an appropriate mix of new retail tenants to fill ground floor vacancies and helping retain existing businesses. DBA will take a hands-on approach by convening property owners, brokers, and City staff to find tenants for critically important vacant sites. When necessary, DBA will help prospective tenants navigate the City’s use permit approval process.

- *Advocacy Agenda items:* Support streamlining the City permitting process; Support appropriate new housing, hotel and other mixed-use projects that attract people to reside, visit, or live Downtown.

2. Sanitation, Maintenance and Beautification

DBA’s new “Clean Downtown” program will provide full-time cleaning services including sweeping and power-washing sidewalks, removing graffiti, picking up litter, landscaping and tree care. The DBA will contract for these services with a qualified vendor starting in 2011.

- *Advocacy Agenda items:* Ensure that the City’s “baseline” services are documented and maintained; Support civic capital improvements such as a redesigned BART plaza, additional pedestrian-oriented lighting, new public toilets, landscaping (flower boxes, new trees), trashcans, benches, signage, etc.

3. Hospitality and Security

DBA’s new “Welcoming Downtown” program will provide several full-time hospitality and security teams to patrol the Downtown, assist visitors, and address inappropriate street behavior in coordination with City staff. The DBA will contract for these services with a qualified vendor or expand the existing in-house “Berkeley Host” program starting in 2011.

- *Advocacy Agenda items:* Support ongoing funding for the “Berkeley Host” program; Support implementation of the Public Commons for Everyone Initiative.

4. Marketing, Promotion and Communication

The DBA’s “Fun Downtown” program will build upon Downtown’s strong appeal as a destination for arts, culture, entertainment and food. The Marketing Manager will work with various partners to co-sponsor and co-produce events that promote the Downtown. The Manager will also work to improve communication with Downtown stakeholders, customers and visitors using a variety of printed materials and online tools.

5. Parking and Public Transportation

DBA’s vision for a more “Accessible Downtown” takes a balanced approach to parking and public transportation issues. The Executive Director will coordinate DBA’s advocacy efforts and engage in transportation-related public planning processes.

- *Advocacy Agenda items:* Advocate for a Parking Benefit District to ensure that new parking meter revenues are reinvested in the Downtown; Ensure that the supply of off-street garage parking is maintained or increased.

6. Leadership and Advocacy

Establishing DBA as the district’s leading voice is the crux of DBA’s vision for the “Influential Downtown.” The Executive Director will be expected to engage and mobilize DBA members as well as build strong coalitions with its allies to support its Advocacy Agenda.

- *Advocacy Agenda items:* Advocate for City budget policies that dedicate new revenues generated in the Downtown (such as the Transient Occupancy Tax, increased parking meter fees, development fees, etc.) for Downtown revitalization programs and projects.

Priority-based Programmatic Budget:

The Strategic Action Plan proposes an annual budget *up to* \$1 million starting in 2011 (*see “DBA Budget,” page 23*).

Programs:	Amount:
<i>Sanitation, Maintenance and Beautification</i> – the “Clean Downtown” program’s actual budget will depend on the level of service and the size of the district. Typically, most first year budgets go towards deep cleaning efforts. However, as cleaning requirements focus mostly on maintenance, funds become available for landscaping and beautification in subsequent years.	\$300,000
<i>Hospitality and Security</i> – the “Welcoming Downtown” program’s actual budget will depend on the number of “Ambassadors” hired, their hours, etc.	\$300,000
<i>Economic Development, Leadership and Advocacy, Parking and Public Transportation</i> – these programs will be managed by the Executive Director. The actual salary range will be based on duties, experience and performance. Salary includes benefits.	\$100,000
<i>Marketing, Promotion and Communication</i> – the “Fun Downtown” program will be coordinated by the Marketing Manager (\$60,000 for salary and benefits) with a budget for materials production, web and graphics consultants (\$80,000).	\$140,000
<i>Administration and Contingency</i> – includes clerical support (\$35,000), consultant services (\$25,000), overhead (\$50,000) and contingency (\$50,000 or 5%).	\$160,000
TOTAL:	\$1,000,000

Revenue sources:

The DBA is currently funded by Business Improvement District (BID) assessments, which are based on business license fees. The BID generates approximately \$250,000 annually which is based on formulas unchanged since 1996.

Today, most new BIDs (including Berkeley’s newest districts on North Shattuck and Telegraph

Avenue) are formed as Property-based Business Improvement Districts (PBID) with an assessment formula based on a building's linear frontage, square footage, parcel size, and/or use. A PBID is a better structure than the current BID since all properties in the district, including those owned by non-profits and institutions like the City and UC Berkeley, are assessed. Moreover, the assessment amount is transparent since a property's physical description is public whereas a business's gross revenues are treated as confidential. Furthermore, property taxes are collected by the County, which has greater legal tools to collect payment than the City.

The Strategic Action Plan recommends that the DBA investigate, and possibly form, a PBID. This investigation and formation process would take place in 2010. If the effort were successful, resources would be available to fund these new programs starting in January 2011.

However, the Plan does not envision that all the revenue will come from assessing Downtown property and business owners. Since a revitalized Downtown benefits everyone and will ultimately lead to increased revenue for the City from thriving businesses, the Plan calls upon the City to dedicate a portion of new City revenues generated in the district from hotel taxes, increased parking meter rates, development fees, etc. to support Downtown revitalization. An agreement to "match" resources would represent a model public-private partnership.

While the exact ratio of the "match" will need to be thoughtfully negotiated, the PBID assessment will likely represent the majority of revenues needed to support the DBA's proposed \$1 million budget. The DBA must strive to secure lasting commitments from the City for the balance of the funding. This will be a major challenge given the state of the City's budget, but the DBA should be able to communicate the logic of this "matching" proposal.

Consider the City's Transient Occupancy Tax (TOT or hotel tax) collected from overnight visitors. The City estimates that the newly renovated Shattuck Plaza Hotel will generate approximately \$780,000 annually. But that projection assumes that the hotel operates near capacity, which cannot be guaranteed if visitors perceive the Downtown as an unclean and unwelcoming environment. Consider also that the newly adopted Downtown Area Plan envisions the construction of two major hotels that could generate upwards of \$1 million annually in new TOT. It makes sense for the City to dedicate a portion of new TOT revenue towards the DBA's programs that are designed to make the Downtown more attractive and welcoming now. There is precedent for this too: the Berkeley Visitors and Convention Bureau receives 1/12 of the TOT to fund its marketing and promotion programs (approximately \$300,000 per year), which the City has long recognized as being mutually beneficial.

Similarly, the DBA must work with the City to establish a Parking Benefit District. A Parking Benefit District is a powerful tool to raise new revenues by increasing meter rates and hours of enforcement. Properly instituted, these policies can increase the number of on-street parking spaces available to customers. These types of policy changes are more likely to be accepted by business owners and customers if revenues are redirected towards improvements that noticeably benefit the district. The Plan recommends creating a Parking Benefit District, and that a portion of the new revenue provide the DBA with a stable source of long-term funding. (The City raised parking meter rates in 2007 to fund the Public Commons for Everyone Initiative, which included funds for the Berkeley Host Ambassador pilot program. At a minimum, that allocation should be made permanent.)

Three-Year Timeline (2010 – 2012):

2010: 1) Year One of the DBA's Strategic Action Plan will be dedicated to securing stable sources of revenue to fund new services, enhanced marketing and advocacy. The DBA Board will investigate, and possibly form, a PBID. DBA will also work with the City to "match" the District's assessments with a portion of new municipal revenues generated from hotel taxes, increased parking meter rates, development fees, etc. to support Downtown revitalization.

2) Year One of the Plan also recommends that the DBA focus on internal organizational development issues to maximize the DBA's effectiveness as the leading voice representing Downtown stakeholders.

(Please note: This heightened focus on organizational development and new funding structures will demand that the DBA set aside most of its normal work related to advocacy and marketing in 2010.)

2011: 1) DBA will work to encourage economic development with a heightened hands-on approach to business attraction and retention.

2) DBA will develop and implement an aggressive Advocacy Agenda to support the Core Programs in the Strategic Action Plan.

3) Provided that sufficient funding is available, the DBA will contract for new sanitation, maintenance, hospitality and security programs that augment, not replace, City services.

2012: Continue new programs and pursue Advocacy Agenda.

DBA Mission Statement:

The Downtown Berkeley Association works to strengthen the Downtown as a vibrant and welcoming urban destination for arts, culture and commerce through effective advocacy, marketing and direct services.

DBA Vision Statement:

The Downtown Berkeley Association envisions a Downtown that is fun, prosperous and easy to get to. Downtown Berkeley will provide a wonderful environment to visit, work, learn, shop, live and play.

- Our customers will enjoy Downtown's rich selection of arts and entertainment venues, cafes and restaurants, and unique stores and businesses that fill our ground floor spaces.
- Our visitors will feel secure walking along our attractive streets fronted by a mix of historic and contemporary buildings. They will find our many cultural and commercial offerings easily accessible by public transit or private vehicle.
- Our residents will enjoy the convenience of living close to major employment and educational centers in the heart of a City that offers great nightlife, friendly businesses, services that meet their daily needs, and diverse housing opportunities.
- Our active and engaged members, Downtown's business and property owners, will be an influential voice for our dynamic central district. Entrepreneurs and investors will find Downtown to be a business-friendly place to open and grow a commercial enterprise.

At-a-Glance: The Downtown Berkeley Association (DBA)

A Brief History of the DBA (1989-2009)

- 1989: Downtown property owners and business leaders establish the DBA to address chronic problems and an 18% vacancy rate. The DBA is initially funded with donations and City support.
- 1990: National Main Street Organization chooses DBA as a Pilot Project. DBA uses the “Main Street” organizational model until 2008.
- 1996: City establishes a Business Improvement District (BID) to provide consistent revenue to support the DBA’s marketing and advocacy work.
- 2008: DBA Board amends Bylaws to provide direct services. DBA begins management of the City-funded Berkeley Host program, a two-year pilot project that provides a two-person team to patrol the Downtown, assist visitors, and address inappropriate street behavior.
- 2009: DBA approves a 3-year Strategic Action Plan (2010-2012) to restructure the organization as the leading voice for the Downtown and to provide direct services to improve economic vitality, and ensure the district is more welcoming and attractive.

Organization

The DBA is a non-profit 501©6 membership organization that represents over 800 businesses, non-profit and financial institutions, and property owners. The DBA is governed by a 12-member Board of Directors. Directors are elected annually and limited to three consecutive two-year terms.

The nine-member Downtown Berkeley BID Advisory Board is appointed by the City Council to make recommendations on the DBA’s annual budget and work plan.

District Boundaries

The District falls within the borders of Channing Way to the South; Delaware Street to the North; Martin Luther King Jr. Way to the West; and Oxford Street to the East.

Funding

Since 1996, the Business Improvement District collects an assessment based on business license fees. Annual collections average approximately \$250,000.

Staffing

DBA staff includes a fulltime Executive Director, a part-time Marketing Manager and a part-time Administrative Assistant.

Current 2009 Work Plan

- Cleanliness - Advocate with City staff and private property owners
- Safety - Manage the Berkeley Host Program (2-year pilot)
- Accessibility - Advocate for parking and transit improvements
- Retail vitality - Lead the Buy Local Berkeley effort and build coalitions
- District promotion - Utilize internet marketing and events to attract people Downtown
- City Hall advocacy - Represent Downtown positions on planning issues

Economic Development

Goal: Reduce ground floor vacancy to less than 7% by 2012 by attracting and retaining diverse retail, restaurant, arts and entertainment uses that provide for a range of users' needs.

Background:

Over 93% of DBA members surveyed agree that “there are too many retail vacancies” in the Downtown. Their number one priority is for DBA to “encourage economic development.”

The Executive Director will lead the effort to create a “Prosperous Downtown” starting in 2011. The DBA Board will form an “Economic Development Task Force” to convene property owners, local and regional brokers, and City staff to support business attraction and retention efforts, and improve the business mix. When needed, the Executive Director is expected to take a hands-on approach to helping fill critically important vacant sites.

Objectives:

- 1) Partner with the City to define the desired retail mix for the Downtown, and focus efforts to fill ground floor vacancies.
- 2) Conduct regular, targeted outreach to existing Downtown business and property owners to assess their needs and offer business retention assistance.
- 3) Mobilize a powerful coalition with the Berkeley Chamber of Commerce, Berkeley Business District Network, Buy Local Berkeley, Berkeley Cultural Trust, Sustainable Business Alliance, and others to take action on shared economic development goals.

Actions:

The Executive Director will develop and implement a plan to encourage economic development. Tasks will include but are not limited to:

In 2010:

- 1) Support the Buy Local Berkeley program to build a strong local economy.
- 2) Support the “Downtown Berkeley Storefront Art” project to fill vacant ground floor storefronts with art until the space is leased.

In 2011:

- 3) Lead the DBA “Economic Development Task Force” to focus property owners, local and regional brokers, and City staff on attracting appropriate tenants to fill ground floor vacancies and retaining existing tenants.
- 4) Prioritize targeted vacant spaces to be filled within 12-24 months.
- 5) Conduct joint marketing activities with the City to prospective tenants: organize quarterly broker tours, promote the “virtual incubator” project to small start-up businesses, etc.
- 6) Provide direct support to prospective tenants seeking City approvals for use permits.
- 7) Host quarterly forums to meet with targeted business clusters; for example, the Task Force could convene arts and cultural venue operators, and seek ways to support their efforts to create a vibrant nighttime entertainment district.

Hospitality and Security

Goal: Ensure that the Downtown is a welcoming environment by addressing behavioral problems and making sure that civic areas are inviting to all members of the public.

Background:

Over 73% of respondents agreed that “people feel unsafe at night;” 83% agreed that “aggressive panhandling is a problem;” and nearly 87% agreed that “people sleeping on the sidewalks is a problem.” The Number Two priority, according to respondents, is for DBA to press the City to better address inappropriate street behavior.

Many successful Business Improvements Districts are addressing these challenges by fielding well-trained teams of “Ambassadors” to provide hospitality and security services.

Ambassadors coordinate with police, social service providers, and other stakeholders to welcome visitors, help individuals in need and directly address inappropriate street behavior. The Berkeley Host Ambassador program, a two-year pilot project that provides a two-person team patrolling the Downtown, needs more funding in order to scale this program up to a level consistent with established best practices.

The Strategic Action Plan recommends a “Welcoming Downtown” program with several more teams of Ambassadors on the streets, especially at night, starting in January 2011. An advisory “Clean & Safe Task Force” will provide oversight of this program. *(This Task Force will oversee the “Clean Downtown” and the “Welcoming Downtown” programs.)*

Objectives:

- 1) Ensure that the City provides ongoing funding for an Ambassador program whether it’s an expanded new program or the existing in-house “Berkeley Host” program.
- 2) Starting in January 2011, contract with a qualified vendor (or manage in-house) to provide additional hospitality and security services that would augment, not replace the City’s baseline services.
- 3) Ensure that expanded Ambassador services are well coordinated with the police, social service providers, business and property owners in order to maximize success.

Actions:

The Executive Director will develop and implement a “Welcoming Downtown” program. Tasks will include but are not limited to:

In 2010:

- 1) Support the “Berkeley Host” Ambassador pilot program.

In 2011:

- 2) Develop a scope of services for an expanded Ambassadors program, issue a Request for Proposals, and contract for these services with a qualified vendor commencing January 2011 (or manage “in-house”).
- 3) Lead a DBA “Clean & Safe Task Force” to focus City staff, business owners and property managers, homeless service providers, etc. to address hospitality and security issues.

Sanitation, Maintenance and Beautification

Goals: Make the Downtown an attractive environment, free of litter, graffiti and grime.

Background:

Over 66% of survey respondents agreed that “the sidewalks downtown are dirty, and there is too much litter and graffiti.”

The Strategic Action Plan recommends a “Clean Downtown” program to provide sanitation, maintenance, beautification and landscaping services. A full-time cleaning program would include sweeping and power-washing sidewalks, removing graffiti, picking up litter, landscaping and tree care starting in January 2011. An advisory “Clean & Safe Task Force” including City staff, business owners and property managers will provide oversight to ensure these additional services augment, and not replace, the City’s baseline services. *(This Task Force will oversee the “Clean Downtown” and the “Welcoming Downtown” programs.)*

The DBA’s Advocacy Agenda calls for improvements to the Downtown’s physical appearance with new civic investments in public areas, increased landscaping, pedestrian-oriented lighting and street furniture (benches, planters, trash cans, etc.).

Objectives:

- 1) Work with the City and property and business owners to establish and maintain community standards for cleanliness.
- 2) Ensure that the City secures capital funds to support Downtown beautification projects such as a redesigned BART Plaza, increased landscaping, pedestrian-oriented lighting, etc.

Actions:

The Executive Director will develop and implement a “Clean Downtown” program. Tasks will include but are not limited to:

In 2010:

- 1) Meet regularly with City staff to focus on Downtown cleanliness and ensure that the baseline services provided by the City are maintained.
- 2) Meet regularly with property and business owners and managers to improve cleanliness in front of their buildings and to solve problems.
- 3) Contract for maintenance and sanitation services with a qualified vendor commencing January 2011.

In 2011:

- 4) Lead a DBA “Clean & Safe Task Force” to focus efforts by City staff, business owners and property managers to resolve sanitation and maintenance issues.
- 5) Build ongoing institutional relationships and initiatives to establish and maintain community standards for Berkeley High School students during the lunch hour.
- 6) Organize an annual Clean-up Day with all Downtown stakeholders including the City, University, School District, etc.

Marketing, Promotion and Communication

Goals: Market and promote Downtown Berkeley as a lively, dynamic and fun destination for everyone. Communicate effectively with DBA members and allies to keep people informed and engaged in DBA's vision for the Downtown.

Background:

DBA's marketing and promotion services ranked high with survey respondents. Over 66% indicated their support for DBA-sponsored events and festivals; networking activities centered on food, arts and culture, etc.; banners, maps and posters.

The Strategic Action Plan emphasizes greater use of online communication tools to build social networks, engage DBA members, and attract customers and visitors as well. It also recommends that DBA continue to co-sponsor successful events like the Summer Noon Concerts and the Downtown Berkeley Music Festival.

The Plan recognizes that in order for the Downtown to be a more attractive product to market, the organization needs to focus on resolving long standing clean and safe issues.

Objectives:

- 1) Attract more people to the Downtown by co-sponsoring events, festivals and networking activities.
- 2) Develop and implement new electronic communication tools to engage internal and external audiences, attract customers to the Downtown, and keep stakeholders informed about the DBA's services and advocacy work, and share Downtown "success stories."

Activities:

The Executive Director will develop and implement a "Fun Downtown" program. Tasks will include but are not limited to:

In 2010:

Most marketing and promotion activities will be curtailed in 2010 to allow the DBA to focus on its organizational development and funding priorities.

In 2011:

- 1) Lead a DBA "Marketing and Communication Task Force" in 2011 to focus District partners responsible for event production and communication.
- 2) Develop a targeted marketing, promotion and communication plan to position Downtown as a unique destination for food, arts and culture, the "gateway" to UC Berkeley, etc.
- 3) Co-produce or co-sponsor events, festivals and networking events such as the Summer Noon Concerts, Downtown Music Festival, Holiday Tree Lighting ceremony.
- 4) Produce printed materials such as brochures, maps, posters, and newsletters.
- 5) Expand DBA's use of online communication tools to build social networks; regularly update website content including news, events calendar and blog, quarterly newsletters, improved search functions; expand email database.
- 6) Collaborate with Visit Berkeley, Buy Local Berkeley, UC Berkeley and other district organizations working to promote special events and other activities.

Parking and Public Transportation

Goals: Improve access in and out of Downtown Berkeley whether people arrive by auto, public transportation, bike or on foot. Ensure that City policies and programs balance parking and public transportation needs.

Background:

Nearly 69% of survey respondents agreed, “there is not enough parking on the street.” 72% agreed, “there is insufficient signage to find the garages.” Respondents ranked “increasing the parking supply” as one of the top four priorities for the DBA.

The Strategic Action Plan recommends an “Accessible Downtown” program to add parking, generate new parking meter revenue to support the district, and make it easier for people to get in and out of the district.

Objectives:

- 1) Build DBA’s capacity to educate and mobilize its members and allies to support the organization’s public policy positions on parking and transportation related issues such as the construction of new parking facilities, parking management and pricing strategies, etc.
- 2) Ensure that new City parking policies increase the availability of on-street parking without discouraging people from coming Downtown
- 3) Ensure that public transportation resources in the Downtown are readily available and convenient.

Actions:

The Executive Director will lead DBA’s engagement in City processes related to parking and transportation policy and program development. Tasks will include but are not limited to:

In 2010:

- 1) Participate in ongoing public planning processes such as the City’s study of Downtown Parking Policies; the MTC/ABAG Station Area Planning grant; the Parking and Transportation Demand Management Plan; AC Transit’s Bus Rapid Transit (BRT) proposal; Friends of Strawberry Creek’s Center Street designs; and BART station access.
- 2) Mobilize DBA support for rebuilding and expanding the Center Street Garage, building new facilities, and ensuring no net loss of parking from the Berkeley Way lot.

In 2011:

- 3) Lead the DBA “Parking and Public Transportation Task Force” to focus include City and University parking and transportation staff, private garage operators, and other stakeholders to address parking and transportation policies.
- 4) Mobilize DBA support for a Downtown Parking Benefit District that can increase the number of on-street parking spaces available to customers, and create new parking meter revenue for projects and programs that benefit the district.
- 5) Advocate for static directional signage to public and private garages as well as electronic “real-time” technology.

Leadership and Advocacy

Goal: Engage and mobilize members in support of DBA’s vision and Advocacy Agenda for the Downtown.

Background:

The members expect DBA to lobby City Hall for increased services and resources, take public positions on policy issues, and coordinate and share information. What came up repeatedly in the planning process is the recognition that although DBA is the only voice representing the Downtown, it has been a challenge to engage and mobilize the members to take political action.

The Strategic Action Plan calls for a renewed effort to reposition the DBA as the leading organization for the Downtown. Specific recommendations include increasing direct outreach to members; building stronger coalitions; meeting regularly with decision makers, opinion leaders, allies and members; and keeping all parties informed and focused on Downtown revitalization.

Objectives:

- 1) Develop and implement an Advocacy Agenda based on DBA’s Strategic Action Plan.
- 2) Build a powerful coalition of allies motivated to take action in support of DBA’s Advocacy Agenda.
- 3) Ensure that DBA members serve on City commissions and committees considering Downtown issues.

Actions:

The Executive Director will lead the effort to develop DBA’s Advocacy Agenda and build effective coalitions to support it. Tasks will include but are not limited to:

In 2010:

- 1) Investigate, and possibly form, a PBID. DBA will advocate with the City to “match” the District’s assessments with a portion of new municipal revenues generated from hotel taxes, increased parking meter rates, development fees, etc. to support Downtown revitalization.

In 2011:

- 2) Draft an “Advocacy Agenda” based on DBA’s Strategic Action Plan.
- 3) Strengthen alliances and build a coalition to support DBA’s Advocacy Agenda. Specific steps may include:
 - a) Meet with allies to identify mutual goals and enlist their support for DBA’s Advocacy Agenda.
 - b) Create a communication network to mobilize allies as needed and on short notice to take action, write or address the City Council, using phone trees, email lists and other organizing tools.
 - c) Draft materials such as position papers, fact sheets, letter writing campaigns, etc. that articulate DBA’s position and the actions required for any given issue.

Finance, Administration, and Governance

Goal: Restructure the DBA to maximize its organizational effectiveness as the leading entity representing the interests of the Downtown and its many stakeholders.

Background:

The Strategic Action Plan recommends generating consistent and sufficient funding to support the provision of “enhanced” direct services, which go beyond what the City provides.

The Board should establish a “Downtown Property-based Business Improvement District (PBID) Steering Committee” to investigate, and possibly form a new assessment district. The PBID investigation and formation process should take place in 2010 so that these new services may start in January 2011.

Concurrently, the DBA Board should establish a “Governance Task Force” to strengthen the organization by establishing clear roles and responsibilities for Board members, task forces, and staff; updating the DBA’s bylaws, policies and procedures, funding and finances.

Objectives:

- 1) Secure adequate funding to support the organization and provide direct services beyond what the City provides starting in January 2011.
- 2) Develop the DBA’s organizational capacity to effectively carry out the goals in the Strategic Action Plan.

Actions:

The Executive Director will lead the effort to improve the DBA’s organizational effectiveness, secure stable long-term funding, and implement the Strategic Action Plan. Tasks will include but are not limited to:

In 2010:

- 1) Establish the Downtown PBID Steering Committee, recruit stakeholders, and outline a process and timeline to investigate and possibly form, a PBID.
- 2) Retain a PBID consultant to provide technical support as well as a Community Outreach consultant to manage outreach and communication with stakeholders.
- 3) Develop a management plan that establishes the district boundaries, the services the district will provide, the cost of services and assessment method, governance structure, etc.
- 4) Establish a “Governance Task Force” to evaluate and make recommendations to the Board on the following topics:
 - i) Board members: Ensure that procedures are in place to recruit excellent Board members and that they know their roles and responsibilities. Board members should receive an updated manual that includes Board member job descriptions; key staff job descriptions; bylaws; annual reports; personnel, fiscal and other board policies; list of task forces and duties; audits, budgets and recent financial statements, annual

- work plan and other planning documents.
- ii) Officers: Address roles and responsibilities of DBA officers and the Executive Committee's agendas, minutes, meeting schedule, etc.
 - iii) Staffing: Ensure that procedures are in place to hire, supervise, evaluate the Executive director; that all employees have job descriptions, performance objectives and evaluation procedures; and that personnel policies are in place and reviewed regularly.
 - iv) Bylaws and Board Policies: Ensure that the DBA's bylaws, Board policies and procedures manuals are up to date and amended as needed. Be sure to address the number of board members, term lengths and limits, election process, appointment of officers, and procedures to amend bylaws.
 - v) Finance: Ensure that the Board's financial plan includes an annual budget; written fiscal policies (salary increases, reimbursements, spending limits, bids, check writing procedures, etc); annual audit, etc.
 - vi) Funding: Ensure that DBA has a 2-3 year Financial Plan with revenue and expense projections. The Governance Committee should research and advocate as needed for a diverse revenue plan that includes member assessments, "shared revenue sources" such as City allocation of the hotel tax, parking meter revenue, etc. and grants.
 - vii) Committees and Task Forces: Ensure an effective standing committee and ad hoc task force structure is in place by listing each committee's responsibilities and duties, requirements for board member and volunteer participation, size and frequency of meetings, staff role, procedures for making recommendations to the Board for action, etc.
 - (a) Establish the following standing committees and ad hoc task forces that effectively use Board members and other volunteers to help carry out the DBA Strategic Action Plan: Economic Development Task Force; Clean and Safe Task Force; Parking and Public Transportation Task Force; etc.

Strategic Planning Process

Background:

Is it time for a change?

Formed in 1989, the Downtown Berkeley Association (DBA) is now 20 years old. For two decades, DBA focused on advocacy and marketing. Given the current economic crisis, the DBA Board asked itself whether it could more effectively help revitalize the Downtown by providing direct services beyond what the City now provides? If so, what services would help the most and how would they be paid for?

Step 1: Established the DBA Strategic Action Plan Task Force

To answer these questions, the DBA Board convened a Strategic Action Plan Task Force to develop a three-year work plan. The Task Force included the DBA Board, the City Council-appointed Downtown Berkeley BID Advisory Board, and guests representing the City, UC Berkeley, property and business owners who met every two weeks for nearly six months.

Step 2: Surveyed DBA members

DBA conducted an online survey of its members. Respondents prioritized the services they thought that the DBA should provide as well as what items should top the DBA's Advocacy Agenda:

DBA should provide these services:

1. Economic Development
2. Marketing & Promotion
3. Advocacy
4. Sanitation & Maintenance
5. Beautification & Landscaping
6. Security & Hospitality

DBA's Advocacy Agenda should:

1. Encourage Economic Development
2. Address Inappropriate Street Behavior
3. Improve Cleanliness
4. Increase Parking Supply
5. Increase Public Safety

Step 3: Renewed the DBA Mission and Vision statements

Subsequently, the Task Force revised the DBA's organizational mission and vision statements to reflect the new direction to provide direct services for a more welcoming, attractive and vibrant Downtown.

Step 4: Reviewed DBA's Partnership with the City of Berkeley

The Task Force convened panelists representing the many City departments that partner with the DBA. The discussion highlighted the City's extensive track record working with the DBA to address Downtown concerns about planning, retail vitality, cleanliness and safety. Although some Task Force members argued that the City should do more for the Downtown, many accepted the staff's perspective that the shrinking City budget limits what resources can be dedicated to the district.

Step 5: Discussed "Best Practices" with local Business Improvement Districts

The statewide and national trend is that Business Improvement Districts (BIDs) are assessing their members to provide levels of service beyond what municipal governments provide. The expectation is that these additional business district funded services augment, not replace, the City's commitment to provide an agreed upon level of "baseline" services. Improving the cleanliness and safety of the

district is often their main priorities.

The Task Force invited representatives from Business Improvement Districts or “Community Benefit Districts” (CBDs) in Oakland and San Francisco for a panel discussion to learn their “best practices” and hear about the services they provide their members. For example,

- Lake Merritt Community CBD allocates 62% for “Clean and Safe”, 10% for marketing, 28% for administration and reserve. Total annual budget: \$890,000
- Downtown Oakland CBD allocates 79% for “Clean and Safe,” 21% for administration and reserve. Total annual budget: \$1.1 million
- Fisherman’s Wharf CBD allocates 23% to “Clean and Safe,” and 47% to marketing. Total annual budget: \$860,000.
- Union Square CBD allocates 65% to “Clean and Safe,” and 10% to marketing. Total annual budget: \$3.3 million

Their key message was to be sure to *provide services at a level high enough to make a real difference.*

Step 6: Set Service and Advocacy Agenda Priorities

The Task Force conducted a number of exercises to evaluate and prioritize the DBA’s core program areas, and its Advocacy Agenda. The Task Force’s conclusions were similar to the survey results.

DBA’s Service Priorities:

1. Advocacy 20%
2. Economic Development 19%
3. Sanitation & Maintenance 17%
4. Security & Hospitality 16%
5. Marketing & Promotion 14%
6. Beautification & Landscaping 14%

DBA’s Advocacy Agenda priorities:

1. Encourage Economic Development
2. Increase Safety and Address Inappropriate Street Behavior
3. Improve Public Space design, beautification and landscaping
4. Improve Cleanliness
5. Improve Parking Management

Step 7: Determined Budget and Identified Potential Revenue sources

The Task Force developed a budget up to \$1 million reflecting the priorities listed above, and began to identify a funding strategy to support it starting in 2011 (*see “DBA Budget,” page 23*).

Budget summary for 2011:

- Advocacy & Economic Development - coordinated by the Executive Director (\$100,000).
- Sanitation & Maintenance – contracted with a qualified vendor (\$300,000).
- Security & Hospitality – contracted with a qualified vendor or continued in-house (\$300,000).
- Marketing & Promotion – coordinated by the Marketing Manager (\$60,000) with a budget for web and graphics consultants and materials production (\$80,000).
- Beautification & Landscaping – no funds initially but resources may be allocated in the future.
- Administration & Contingency – includes clerical support (\$35,000), consultant services (\$25,000), overhead (\$50,000) and contingency (\$50,000 or 5%).

Revenue sources:

The current BID assessment generates approximately \$250,000 annually and is based on formulas unchanged since 1996. City Finance Department reported that many licensed businesses fail to pay the fees. Research is underway to evaluate what steps may be taken to improve collection rates.

In order to identify new sources of revenue needed to fund a budget up to \$1 million, the Task Force studied two categories of revenue: controlled and shared.

The BID can “control” its revenue by raising the current BID assessment, which is based on business license fees, or form a Property-based Business Improvement District (PBID) with a new assessment formula based on building linear frontage, building square footage, parcel size, and/or use.

“Shared” sources of revenue are those now controlled and collected by the City of Berkeley and generally deposited into the General Fund but which could theoretically be reallocated to support Downtown priorities. For example, the City could allocate a portion of the Transient Occupancy Tax (TOT or hotel tax) from overnight visitors. Similarly, it could form a Parking Benefit District to allocate a portion of new revenue generated from parking meters to benefit the district.

The Task Force dedicated Year One of the Strategic Action Plan (2010) to investigating, and possibly forming, a PBID as well as working with the City to “match” assessment funds with new municipal revenues generated in the district from the hotel tax, parking meter increases, etc.

Note: The DBA's Strategic Action Plan references the following supporting documents:

- The Downtown Area Plan (approved by the City Council, 2009)
- Downtown Retail Study (prepared by Strategic Economics, 2007)

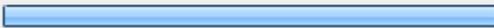
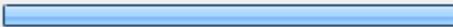
Downtown Berkeley Association (DBA)

Budget for CY 2010 - 2012

	Proposed Work Plan CY 2010	Proposed Work Plan (Est. costs) CY 2011	Proposed Work Plan (Est. costs) CY 2012	Notes
Priority Programs				
Clean Downtown Sanitation & Maintenance program: full time cleaning program (6 days/wk) clean sidewalks, remove graffiti, clean tree wells, pick-up litter, etc.	\$0	\$300,000	\$300,000	2010: City provides "baseline" services 2011: This new budget would augment, not replace, City's "baseline" services. DBA could contract with a qualified vendor for a determined scope of services. Estimate \$25K/month.
Welcoming Downtown Hospitality & Security program: "Ambassadors" provide full day & evening coverage focused on hospitality, security and addressing inappropriate street behavior	\$100,000	\$300,000	\$300,000	2010: \$100,000/yr from City's 2-year pilot program funded by parking meter increase. 2-person team is on the streets 40 hours/week. 2011: DBA could continue its "in-house" program or contract with a qualified vendor for a determined scope of services. Estimate \$25K/month. (City may continue funding \$100K/year for this program.)
Beautiful Downtown Beautification & Landscaping program: fund physical improvements such as lighting, landscaping, trash cans, benches, signage, etc.	\$0	\$0	\$0	2011: No funding in Year 2 as "clean and safe" will be the priority. However, may be able to provide some funds in subsequent years. (Funds could pay for physical/capital improvements or services such as a gardener or arborist.)
Destination Downtown Marketing & Promotion program: DBA events, holiday decorations, website, printed materials (Brochures, maps, newsletters), etc.	\$93,300	\$80,000	\$80,000	Does not include DBA staff (see Marketing Manager below) but does include web and graphics consultants, etc. 2011: Budget shows modest decrease.
PROGRAM SUBTOTAL:	\$193,300	\$680,000	\$680,000	
Staffing/Administration				
Executive Director Implements the DBA Work Plan priorities: Advocacy, Economic Development, Safety, Cleanliness, etc. Manages "Host" program; Coordinates the organization (Board, committees); Manages staff, consultants and volunteers	\$83,200	\$100,000	\$100,000	2010: Includes 30% benefits 2011: May need to increase salary to handle expanded responsibilities; includes 30% benefits.
Marketing Manager FTE manages the marketing, promotion and communication program	\$28,600	\$60,000	\$60,000	2010: Continue 60% FTE 2011: May need to increase to 100% FTE to handle expanded responsibilities; includes 30% benefits.
Administrative Staff office support data management	\$16,000	\$35,000	\$35,000	2010: Continue 50% FTE w/o benefits 2011: May need to increase to 100% FTE to handle expanded responsibilities.
Consultant Services Organizational development	\$125,000	\$25,000	\$25,000	2010: Retain PBID consultant plus Community Outreach consultant if the DBA decides to investigate forming a PBID (\$125K is an estimate).
Overhead Rent, insurance, utilities, etc	\$50,500	\$50,000	\$50,000	2011: Rent may increase (now same since 1989)
Contingency reserve	\$0	\$50,000	\$50,000	2011: Typically, PBIDs have a contingency reserve of 5-10%
ADMINISTRATION SUBTOTAL:	\$303,300	\$320,000	\$320,000	
TOTAL:	\$496,600	\$1,000,000	\$1,000,000	2010: Current BID assessment plus \$100,000 "leveraged" from City parking meter increase for Berkeley Host program. 2011: Assumes new revenue sources

Last updated: 8/26/09

DBA Member Survey, April 2009

1. What are the three (3) most urgent challenges facing the Downtown?				
			Response Percent	Response Count
Challenge:		100.0%	74	
Challenge:		95.9%	71	
Challenge:		91.9%	68	
			<i>answered question</i>	74
			<i>skipped question</i>	4

2. Cleanliness								
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count	
"The sidewalks downtown are too dirty"	40.3% (31)	36.4% (28)	15.6% (12)	5.2% (4)	2.6% (2)	4.06	77	
"There is too much graffiti downtown"	26.0% (20)	40.3% (31)	26.0% (20)	5.2% (4)	2.6% (2)	3.82	77	
"There is too much litter downtown"	35.1% (27)	40.3% (31)	16.9% (13)	5.2% (4)	2.6% (2)	4.00	77	
							<i>answered question</i>	77
							<i>skipped question</i>	1

3. Safety							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"People feel unsafe at night"	35.1% (27)	37.7% (29)	19.5% (15)	6.5% (5)	1.3% (1)	3.99	77
"People feel unsafe during the day"	5.2% (4)	33.8% (26)	31.2% (24)	24.7% (19)	5.2% (4)	3.09	77
"Visitors are frequently lost"	7.9% (6)	31.6% (24)	46.1% (35)	11.8% (9)	2.6% (2)	3.30	76
"Aggressive panhandling is a problem"	48.1% (37)	35.1% (27)	11.7% (9)	3.9% (3)	1.3% (1)	4.25	77
"People sleeping on the sidewalks is a problem"	65.8% (50)	21.1% (16)	7.9% (6)	3.9% (3)	1.3% (1)	4.46	76
	<i>answered question</i>						77
	<i>skipped question</i>						1

4. Parking							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"There is not enough parking on the street"	44.2% (34)	24.7% (19)	22.1% (17)	7.8% (6)	1.3% (1)	4.03	77
"There is not enough parking in the garages"	22.4% (17)	25.0% (19)	28.9% (22)	22.4% (17)	1.3% (1)	3.45	76
"There is insufficient signage to find the garages"	37.3% (28)	34.7% (26)	20.0% (15)	6.7% (5)	1.3% (1)	4.00	75
	<i>answered question</i>						77
	<i>skipped question</i>						1

5. Retail							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"There are too many retail vacancies"	57.9% (44)	35.5% (27)	3.9% (3)	2.6% (2)	0.0% (0)	4.49	76
"There is not enough variety of retailers"	44.7% (34)	34.2% (26)	15.8% (12)	5.3% (4)	0.0% (0)	4.18	76
"The City permit process is an obstacle to business"	47.4% (36)	22.4% (17)	27.6% (21)	2.6% (2)	0.0% (0)	4.14	76
	<i>answered question</i>						76
	<i>skipped question</i>						2

6. Beautification and landscaping							
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The street lighting is very poor at night"	23.4% (18)	31.2% (24)	36.4% (28)	7.8% (6)	1.3% (1)	3.68	77
"There are not enough places to sit and relax"	22.4% (17)	39.5% (30)	27.6% (21)	5.3% (4)	5.3% (4)	3.68	76
"The landscaping is unattractive"	37.7% (29)	23.4% (18)	29.9% (23)	7.8% (6)	1.3% (1)	3.88	77
	<i>answered question</i>						77
	<i>skipped question</i>						1

7. "The DBA should provide Sanitation & Maintenance services" (Many BIDs hire maintenance workers to sweep streets/sidewalks and bag trash for pick-up. Some BIDs also remove graffiti and paint public amenities on a regular basis. These contracts would be for services beyond what the City already provides.)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The DBA should provide Sanitation & Maintenance services"	25.0% (18)	36.1% (26)	20.8% (15)	11.1% (8)	6.9% (5)	3.61	72
	<i>answered question</i>						72
	<i>skipped question</i>						6

8. "The DBA should provide Security and Hospitality services" (Many BIDs hire unarmed patrol staff to provide security as well as hospitality services to visitors by giving them directions and assistance. These contracts would be for services beyond what the City already provides.)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The DBA should provide Security and Hospitality services"	13.7% (10)	26.0% (19)	34.2% (25)	17.8% (13)	8.2% (6)	3.19	73
	<i>answered question</i>						73
	<i>skipped question</i>						5

9. "The DBA should provide Economic Development services" (Some BIDs are working with the city and local brokers to attract new businesses and assist them with the City permit process. BIDs can also help implement business retention strategies and work to improve the business mix. These contracts would be for services beyond what the City already provides.)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The DBA should provide Economic Development services"	31.1% (23)	35.1% (26)	24.3% (18)	6.8% (5)	2.7% (2)	3.85	74
	<i>answered question</i>						74
	<i>skipped question</i>						4

10. "The DBA should provide Beautification and Landscaping" (Some BIDs use their resources for improvements such as lighting, custom trash cans, seats and benches, directional street signs, custom newspaper boxes; and landscaping items such as flower boxes, new trees, and tree pruning and maintenance. These contracts would be for services beyond what the City already provides.)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The DBA should provide Beautification and Landscaping"	21.6% (16)	33.8% (25)	27.0% (20)	13.5% (10)	4.1% (3)	3.55	74
	<i>answered question</i>						74
	<i>skipped question</i>						4

11. "The DBA should provide Marketing and Promotion services" (Although the DBA already carries out marketing and promotion programs, please indicate your level of support for "Marketing and Promotion" as an organizational priority. These activities may include DBA-sponsored events and festivals, networking events, banners, maps and posters, etc.)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The DBA should provide Marketing and Promotion services"	17.6% (13)	50.0% (37)	18.9% (14)	8.1% (6)	5.4% (4)	3.66	74
	<i>answered question</i>						74
	<i>skipped question</i>						4

12. "The DBA should provide Advocacy services" (Although the DBA already carries out an extensive advocacy agenda by lobbying the City for increased services and resources, taking public positions on policy issues, and coordinating and sharing information with its members and allies, please indicate your level of support for legislative and public policy advocacy as an organizational priority.)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
"The DBA should provide Advocacy services"	28.4% (21)	39.2% (29)	27.0% (20)	4.1% (3)	1.4% (1)	3.89	74
	<i>answered question</i>						74
	<i>skipped question</i>						4

13. The following statements address what the DBA should be doing as an organization to improve the Downtown. Please rank from 1-6, (1 = Most important; 6 = Least important), the following statements:

	#1 (Most)	#2	#3	#4	#5	#6 (Least)	Rating Average	Response Count
"DBA should provide Advocacy services"	14.1% (9)	21.9% (14)	17.2% (11)	15.6% (10)	12.5% (8)	18.8% (12)	3.53	64
"DBA should provide Marketing and Promotion services"	22.7% (15)	22.7% (15)	22.7% (15)	9.1% (6)	12.1% (8)	10.6% (7)	4.03	66
"DBA should provide Beautification and Landscaping"	9.5% (6)	19.0% (12)	12.7% (8)	19.0% (12)	20.6% (13)	19.0% (12)	3.21	63
"DBA should provide Economic Development services"	28.8% (19)	16.7% (11)	18.2% (12)	24.2% (16)	7.6% (5)	4.5% (3)	4.21	66
"DBA should provide Security and Hospitality services"	12.9% (8)	8.1% (5)	22.6% (14)	14.5% (9)	24.2% (15)	17.7% (11)	3.18	62
"DBA should provide Sanitation & Maintenance services"	19.0% (12)	15.9% (10)	15.9% (10)	14.3% (9)	15.9% (10)	19.0% (12)	3.51	63
	Other (please specify)							9
	answered question							70
	skipped question							8

14. The DBA represents the Downtown on a variety of public policy issues and carries out an extensive legislative advocacy agenda at City Hall. Please rank what you think should be the DBA's top 5 priorities as it develops its legislative and public policy agenda for the next three years. Please rank from 1-5, (1 = Most important; 5 = Less important), the following statements: "The DBA should take positions on and lobby the City Council about the following issues:"

	#1	#2	#3	#4	#5	Rating Average	Response Count
Improve Cleanliness	26.4% (14)	26.4% (14)	18.9% (10)	15.1% (8)	13.2% (7)	3.38	53
Increase Public Safety	15.8% (6)	23.7% (9)	15.8% (6)	21.1% (8)	23.7% (9)	2.87	38
Address Inappropriate Street Behavior	27.3% (15)	27.3% (15)	29.1% (16)	9.1% (5)	7.3% (4)	3.58	55
Encourage Economic Development	42.0% (21)	20.0% (10)	14.0% (7)	12.0% (6)	12.0% (6)	3.68	50
Increase Parking Supply	25.0% (9)	25.0% (9)	22.2% (8)	13.9% (5)	13.9% (5)	3.33	36
Encourage New Housing	4.3% (1)	4.3% (1)	17.4% (4)	39.1% (9)	34.8% (8)	2.04	23
Preserve Historic Buildings	7.7% (2)	15.4% (4)	23.1% (6)	26.9% (7)	26.9% (7)	2.50	26
Improve Public Transportation	4.0% (1)	4.0% (1)	12.0% (3)	40.0% (10)	40.0% (10)	1.92	25
Improve Pedestrian Safety	4.2% (1)	16.7% (4)	29.2% (7)	25.0% (6)	25.0% (6)	2.50	24
					Other (please specify)		5
					<i>answered question</i>		70
					<i>skipped question</i>		8

15. Which Downtown stakeholder/representative description listed below BEST describes you? (Please check one even if you fit more than one category)				
			Response Percent	Response Count
Downtown resident	<input type="checkbox"/>		2.9%	2
Property owner	<input type="checkbox"/>		11.4%	8
Business owner	<input checked="" type="checkbox"/>		31.4%	22
Arts and entertainment	<input type="checkbox"/>		7.1%	5
Non-profit organization (not arts and entertainment)	<input type="checkbox"/>		7.1%	5
Public institution (educational, government, etc)	<input type="checkbox"/>		10.0%	7
Financial institution (bank, investment firm, etc)	<input type="checkbox"/>		1.4%	1
Dining (restaurant, bar, café, etc)	<input type="checkbox"/>		5.7%	4
Retail business	<input type="checkbox"/>		8.6%	6
Professional services (legal, medical, accounting, etc)	<input type="checkbox"/>		10.0%	7
Other (please specify)	<input type="checkbox"/>		4.3%	3
		<i>answered question</i>		70
		<i>skipped question</i>		8

16. Please feel free to write any additional comments in the space below. Thank you for participating in this survey!		
		Response Count
		27
	<i>answered question</i>	27
	<i>skipped question</i>	51