

DOWNTOWN AUSTIN ALLIANCE
MAY 1, 2012 - APRIL 2013
Preliminary Budget

PROGRAM	Prelem Budget FY 5/12-4/13	Prelem Budget FY 5/11-4/12	Change Increase(Dec)	Percentage Allocation
SECURITY	883,425	863,574	19,851	31%
MAINTENANCE	398,966	390,001	8,965	14%
MEMBERSHIP	159,586	156,000	3,586	6%
ECONOMIC DEVELOPMENT	310,624	303,644	6,980	11%
STREETSCAPES & TRANSPORTATIO	94,042	91,929	2,113	3%
ARTS, ENTERTAINMENT & MARKETII	333,422	325,929	7,492	12%
COMMUNICATION	284,976	278,572	6,404	10%
PARK & COMMUNITY SUPPORT	113,990	111,429	2,561	4%
BOD STRATEGIC PRIORITIES	105,441	103,072	2,369	4%
ADMINISTRATION	165,286	161,572	3,714	6%
TOTAL EXPENDITURE	\$ 2,849,757	\$ 2,785,721	\$ 64,036	100%

Revenue:	2012-2013	2011-2012	Variance	% Change
City Revenue				
PID Assessments	2,695,967	2,485,174	210,793	8.48%
City of Austin Contribution	150,000	150,000	-	0.00%
Prior year revenue & interest	3,790	150,547	(146,757)	-97.48%
Less: Reserve for Revenue Collection	-	-	-	
Total City Revenue	2,849,757	2,785,721	64,036	2.30%

DAA Security and Maintenance
2012-13 Service Plan

<u>STRATEGY</u>	<u>RESEARCH/IN FO</u>	<u>EDUCATION</u>	<u>FUNDING DEVELOPMENT</u>	<u>VISION & PLANNING</u>	<u>STRONG PARTNER- SHIPS</u>	<u>LEADER ENGAGEMENT</u>	<u>ADVOCACY & POLICY</u>	<u>MARKETING & COMMUN.</u>
I. Improving the Basics - Public Safety								
A. Crime Safety Cameras - Implementation of a crime-safety camera system & follow-through on DAA's agreement with APD.	Request ongoing statistics and information from APD & District Attorney that facilitates assessment of the camera the system & DAA's investment in it.	Increase DAA member awareness of camera system once operational. Provide ongoing updates to committee and DAA Board regarding effectiveness of system and possible future recommendations.	Follow-through on DAA \$250,000 allocation once council approves APD moving forward.	Promote increased monitoring to maximize benefit of system.	Facilitate bringing APD & property owners together for possible private investment in cameras linked to system.	Engage leaders of community organizations, city council/management in effort to promote increased use of cameras and other police technologies.	Advocate for increased monitoring and ongoing expansion of camera system infrastructure.	Promote implementation of system through DAA communication vehicles.
B. Narcotics enforcement/ adjudication - Increased enforcement against and prosecution of narcotics offenders	Request ongoing statistics and information from APD, the District Attorney's Office, 5th Street Watch Group and others that enables assessment of downtown drug problem.	Carefully educate all elected officials, & community stakeholders about the importance of this problem, existing gaps in enforcement, holes in prosecutorial system and progress being made.	Review DAA's annual budget allocation to provide funding for the downtown assistant DA based on the effectiveness of that program.	Develop a model that can be used for all of downtown	Leverage partnerships with APD, the DA's Office and the community to address this issue.	Engage District Attorney, city council members, county commissioners, APD, community organizations.	Advocate for policy changes that support increasing effectiveness in enforcement, adjudication & rehabilitation of drug offenders	Inform the community of the problem & the effectiveness of the criminal justice initiatives.

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C. Public Order Ordinances - Advocate for effective, enforceable public order ordinances	Obtain statistical data to provide the basis for advocacy, and overall direction related to specific ordinances that affect the quality of life downtown	Create and promote to all stakeholders and city council members a strong case for amending the solicitation ordinance to ban panhandling downtown at all times. Continue to monitor enforcement of the sit-lie ordinance .		Follow council approval of city PSH plan approval and other issues that affect the climate around social service issues, housing and amending ordinances.	Continue to build the coalition of stakeholders to support strengthening the solicitation ordinance.	Engage the leaders of other concerned organizations to lobby city council	Advocate for maintaining, strengthening or amending ordinances to improve enforceability and quality of life.	Continue to promote responsible giving and communicate with stakeholders why amending the solicitation ordinance is in their best interest and that of downtown as a whole.
D. Community Court - Advocate for increased effectiveness of the Downtown Community Court as a gateway to treatment for habitual class C offenders	Utilize the DAA funded 10-year assessment study as a basis of information to support future recommendations to improve the court's performance	Continue to educate the committee, community and council members of the importance, performance, and progress of the court		Leverage the work of Council Member Riley's stakeholder group, DACC Advisory Council & staff, social services & DAA committee to help set the vision for the future of the court	Continue to play a pivotal role in forming and developing partnerships and collaborations that support and enhance the work of the court.	Assure that elected officials, city/county staffs and community leaders understand the importance of the court and the roles their organizations play in enhancing this community justice model.	Advocate in support of the court and all measures that can positively impact its effectiveness.	

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E. Treatment for chronic alcoholics - Advocate for improved treatment programming for chronic alcoholics - Project Recovery, sobriety center, detox center.	Request a report on case outcomes and budgetary breakdown of project recovery, and evidence-based practices of sobriety/detox centers in cities where PI is a criminal offense	Provide all available research to elected officials, community members, social service managers and DAA Board to enable informed decisions to be made.	Advocate for funding support from governmental entities based on direction determined to be most effective.	Continue to bring this issue into the context of a comprehensive plan vs. a "one-off" program.	City, County, Health district, MHMR, community and other stakeholders must all buy-into this concept and agree to the most effective location and programming.	County officials are driving this issue. City officials, service leadership and community leaders must also be informed and engaged.	DAA advocacy to follow determined best path but should continue to draw focus back to comprehensive plan.	Leverage DAA communications to inform broad base of constituents.
F. Problem liquor-licensed establishments - Work with TABC, APD, the DA's Office and other stakeholders for increased enforcement against problematic operators and for implementation of appropriate actions or sanctions where necessary.	Request ongoing information from APD, TABC and the DA's office regarding problem bars, nature of problems and current/past actions. Follow Downtown Plan process to determine how Conditional Use Zoning may be applied.	Inform the property owners, stakeholders and elected officials of where/what the problems are and why taking action is important.		Possible implementation of CUP to regulate density and improve management of bars. Designated TABC/APD resources for monitoring/enforcement in downtown Austin.	TABC, City, County, DA's Office, APD, community orgs, property owners and bar operators.	All community leaders must be informed of the issues and why it is important to address this issue.	Advocate for Conditional Use Zoning in DAP, increased, focused resources, actions or sanctions as needed.	Communicate with membership on possible CUP zoning, regarding actions or sanctions, and with property owners about how to avoid or address problem operators.

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G. Crime data monitoring - work with krimelabb, APD and the DA's office to monitor downtown crime and implement appropriate actions	Work w krimelabb to set up a PID-specific web site for monitoring crime data. Set up Internship through UT (Dr. Kelly) to provide data analysis.	Use crime data to determine trends. Provide reports to the committee, board and membership and to act accordingly with respective criminal justice agencies.	Consider possible budgetary impact that may be needed for maintaining ongoing data from krimelabb.	Use information for planning and guiding DAA advocacy and action related to public safety and public order.	Leverage data to work more effectively with criminal justice partners.			
H. DAA funded public safety initiatives - Rangers, Downtown Assistant DA, cameras	Continue to assess programs for effectiveness, areas for improvement and budget decisions. Leverage 2011 biennial survey data.	Provide ongoing education and feedback to committee, membership and community as to why these programs are a worthwhile investment of DAA resources.	Make informed budget decisions for continuation, expansion or discontinuation of annual budget funding.		Continue to maintain and build strong relations with APD, DA's Office to facilitate these programs.	Maintain positive relations with APD chief, District Attorney, city management and elected officials to support these and other programs.		

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II. Improving the Basics - Homeless & Social Services								
A. City's 350 PSH units plan - Advocate for the City Council's adoption of the plan to create and operate 350 units of permanent supportive housing over four years, and support this initiative going forward	Continue to leverage the CSH study as the basis for moving forward toward an overall goal of 1900 units, with the plan for 350 being the first step.	Continue to educate DAA Board, membership, other community stakeholders and partners as to why PSH housing is a critical need.		Continue to espouse and promote the need for PSH in the context and vision of a comprehensive plan for services & housing.	Play pivotal role in bringing the downtown community into partnership and support for PSH concept and comprehensive approach.	Involve DAA's leadership to bring other partners in to support a true community-wide focus on housing and comprehensive plan.	Advocate for necessary funding, use of existing housing bonds, possible future housing bonds and shared responsibility among partners.	
B. Comprehensive Plan for social services and housing - Advocate for improved coordination & delivery of social services & operation of downtown shelters.	Inspire local leadership to focus on developing a comprehensive plan for services and housing. Comparative cost info must be created to demonstrate the potential for savings and effective results.	Promote the benefits of a comprehensive approach vs piecemeal based on efficient use of resources, cost savings and benefits to clients.		All community leaders and partners buy-into the need for development of a comprehensive strategy as a way to progress in a unified direction that maximizes resources and minimizes barriers to accessing services for clients.	Everyone must be on-board with this concept.			

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C. Caritas Partnership Housing Program - Follow-through on the DAA's commitment to support the Caritas Partnership Housing Program.	Work with Caritas, Community Court and the Committee to establish metrics that facilitate program evaluation.	An educational/communications plan must be developed and implemented to inform stakeholders and the citizenry about the need for housing/PSH throughout the community.	Follow through on DAA's commitment to fund \$50K/yr for two years, contingent upon the program meeting established objectives.	Consider this program a pilot for continued PSH and how it can be effective on a much broader scale.	Caritas, service providers, city management & council, Travis County, health care district, DAA membership, residents orgs. And neighborhoods council.	Top level organization leaders and elected officials need to be on the same page with a commitment to PSH.		
D. Sobriety Center - Advocate for effective of sobriety center	Obtain county research developed by Urban Institute to help guide local decisions based on evidence-based programs and the locations of such centers.	Educate the Committee, membership and community as to the value and potential benefits of creating a sobriety center.	Advocate for funding as needed.	Inspire all partners to maintain a focus on how this piece fits within the context of a comprehensive plan for services and housing.	City & county officials, service providers (esp. Salvation Army), health district.	Elected officials, board members, APD, service providers and community group leaders must be engaged in this process.	Build advocacy behind a strategy that is in the best interest of downtown, the city and county and clients.	Leverage DAA communications to inform membership and broader audience about this issue.

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III. Improving the Basics - Downtown Maintenance								
A. DAA-provided maintenance Services - Continue to provide and increase effectiveness of DAA-provided litter removal, graffiti removal, general sidewalk cleaning, bird control and gum removal.	Assess DAA provided services and unmet needs that may be satisfied by DAA maintenance staffs.	Make informed budget recommendations for increased staffing, equipment purchases, programmatic adjustments.	Continue to identify new program opportunities based on needs and effectiveness of other services.	Public works, property owners, private service vendors, residents.	Inform DAA Board and city management of value of DAA provided services.	DAA Board, city management.	Advocate internally for additional resources as need and results demonstrate.	Continue to inform membership and broader community of the value of DAA-provided services.
B. Improvement and coordination of city-provided maintenance services - Advocate for increased services and increased efficiency.	Advocate for creation of a plan to replace dying trees in the public right-of-way, an interim solution for E 6th sidewalks and ongoing repair of Congress and other sidewalks.	Work w city staffs to inform owners w license agreements of their responsibilities for trees and maintenance.						

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C. Alley reconstruction/ water & wastewater improvements - Continue coordination with Public Works to keep reconstruction and utility upgrades coming.	Continue to provide objective and subjective info to city street and bridge division for consideration and prioritization of projects.	Work with city staffs to inform and educate affected property & business owners of the projects, timelines, potential impacts & the importance of these projects.			City Public Works & Street & Bridge division		Continue to advocate for improvements as positive catalysts toward increased development, redevelopment and a better downtown.	Work with city PIO staffs to implement effective communications with business and property owners, residents and tenants to mitigate disruptions.
D. Refuse Contract District - Work with city Solid Waste staffs and provide advocacy needed to assure the reauthorization of the district.	Request that SWS put together any necessary info that provides basis for the value of this program and why it should be continued and why a similar model for grease management program should be created.	Continue to educate council members, DAA membership and others as to the benefits of this program and why they should support it.		Consider how increased recycling and zero waste objectives affect this program and can be effective at supporting the city's zero waste objectives as a model for implementing increased recycling and composting.	City solid waste, property and business owners need to be supportive of this program.	Director SWS, city management and council.	Inform city council and management of DAA's favor for this model program and advocate for its continuation.	Communicate changes and benefits to membership and others.

DAA Strategic Priorities Relating to Policy Development and Economic Development

Monthly Work Plan - 2011

Developing Downtown Leadership Capacity - Develop the capacity of people and organizations, including but not limited to the DAA, to enhance the value and vitality of downtown Austin.	
Strategy	Tactic
Advocacy and Policy Oversight & Development – monitoring and advocating for policy that enhances downtown’s economic prosperity and competitive advantage	Develop structure for development of policy recommendations for issues with long lead times (through typical public process) and emergencies Develop structure to communicate and advocate policy positions to key internal/external stakeholders, each at the appropriate time.
Research & Information – Identifying, collecting, maintaining and distributing key data that helps to describe, analyze, and assess the progress of downtown Austin	DAA has all relevant data and key metrics DAA has appropriate methods to display data and metrics DAA has appropriate methods to distribute data and metrics
Education – Providing educational events and communications to Downtown Property Owners and Stakeholders and the community in general	DAA anticipates key issues and develops educational programs and communications for key audiences
Actively participating in critical planning activities	Position DAA as universally recognized key DT stakeholder whenever planning activities are initiated
Developing Strong Partnerships – by identifying and developing effective relationships with key stakeholders; creating and sustaining liaisons and partnerships that align with and support the DAA’s mission and current and future strategic priorities	Expand/deepen relationships with property owners Expand/deepen relationships with key CoA staff and aides Expand/deepen relationships with key community organizations

DAA Strategic Priorities Relating to Policy Development and Economic Development

Monthly Work Plan - 2011

Strategy	Tactic
Engaging Leaders – developing and engaging downtown leadership for 2010 and beyond	Further develop deep and diverse pool of passionate leaders, on and off the board Communicate DAA strategic plan progress to internal/external stakeholders Create opportunities for non-board members to inform DAA positions Recruit property owner representatives to committees
Advocate for policies that protect and enhance the existing development and impending redevelopment of downtown Austin.	See above
Maintain and enhance downtown Austin's competitive advantage for residential, office, and hotel use.	Determine metrics that will serve as key indicators, as stated above

Retail Destination - Providing leadership in the implementation of the Downtown Retail Redevelopment Strategy	
Strategies	Tactics
1. Create a comprehensive plan for retail lead generation	1.1 Circle back yearly to those in the database ranking 4 or 5
	1.2 Generate 15 new leads monthly.
	1.3 Work Texas markets - Austin (monthly), Dallas, Houston, San Antonio, Central Texas (quarterly)+ define on-going opportunities to engage
	1.4 Out-of-State (Nashville, New Orleans) - define on-going opportunities for engagement
	1.5 Work with Retail Consultant to identify and target leads and prospect national tenants- 2011-2013
2. Develop strategic partnerships with other organizations in the community to strengthen retail leads, generation and success	2.1 ACVB - define conventions, meetings, marketing trips, etc. that might provide potential retail prospects
	2.2 City of Austin - Continue to develop and utilize services of SBDP, EGRSO, Cultural Affairs and Music Dept. to identify key opportunities to strengthen retail lead generation.
	2.3. Develop relationships with other key organizations/groups for networking and lead generation (SXSW)
Strategically manage & implement the recruitment process (hand holding, hand off to owner/ broker, development process to store opening	3.1 Sixth Street Austin. Better utilize Board members, property owners and key tenants to obtain needed information and networks.
	3.2 Business Open Strategy - work with City and SBDP to better utilize expedition of permitting process, change ordinances to help with temporary space use and pop-up shops, etc
	3.3 Build relationships with key retail brokers, property owners and developers
4. Educate & communicate with City leadership, property owners, developers, retailers and prospective retailers the retail	4.1 Create opportunities for property owners to get to know one another and learn about what is happening.
	4.2 Develop and promote in partnership with other organizations educational programs to strengthen existing downtown retailers
5. Maintain and build upon a robust proprietary database of property information including lease expiration, square footage, photos, etc.	5.1 Conduct semi-annual property owner and lease information updates for Congress & 6th Street.
	5.2 Work with Michael Knox on quarterly tenant map updates for Congress & E. 6th Street.
	5.3 Maintain comprehensive GIS database of downtown retail calculating NAIC codes, sq ft etc to monitor retail progress downtown & on-going demand analysis (6 month)
	5.4 Maintain and update Salesforce as robust prospecting tool.
6. Define DAA's evolving role in the creation of a dynamic retail destination and its success	6.1 Update demand modeling from 2003
	6.2 Gather as much sales data as possible on existing DT retailers, conduct consumer focus groups
	6.3 Update research, testimonials, facts & figures , one-page to support retail efforts
7. Market & support the on-going retail efforts of the DAA	7.1 Website -Maintain accurate retail information
	7.2 Build relationships with marketing/trade publications to pitch stories to about downtown retail (quarterly)
8. Support the efforts of Congress Avenue WOW and 6th Street Efforts of Board	8.2 Develop ways to activate the street (sidewalk cafes)

Congress WOW Workplan 2011 - Manifesting the "Downtown Austin Expericen on Congress Avenue

Strategies	Tactics
1. Lead the creation of a Vision for Congress Avenue with input from property owners	1.1 Work to brand the Avenue, laying the foundation for the vision 1.2 Create "living report" from charrette and on-going progress 1.3 Define projectsand partnerships that implement the vision from the private sector & public/non-profit sectors
2. Create/Develop/ Support Policy that supports the vision for Congress Avenue	2.1 Identify policy change and work with City to implement changes
3. Enhancing the Experience + placemaking, enlivening the public right-of-way)	3.1 Retail uses - more variety, daytime uses, continous engaging storefronts, better merchandising 3.2 Implement sidewalk dining loan program (established 10/2011) 3. 3. Art, Culture & Theater experieces along the Avenue - more public art, live music/busking 3.4. Rail & Improve transportation - move buses, advocate for urban rail 3.5. History & Architecture - great design 3.6 Pedestrian Experience - walking, strolling, sitting, people watching

Strategic Priority: Promoting Economic Vitality/ Music, Culture and Events	
Ensure that Downtown Austin offers a supportive environment for music, culture and events for the region	
Strategies	Tactics
<u>Build the DAA's signature Holiday Event, the Holiday Sing-along and Downtown Stroll, and layer holiday decorations and other events to encourage people to come downtown for the holidays.</u>	Resolve the Congress Ave. holiday lights and develop a suitable solution/ replacement
	Work with partners to develop a Holiday Stroll event that highlights downtown cultural organizations and community interaction and involvement with the arts
	Explore opportunities to layer other holiday events, lights, and partners with the Holiday Stroll to build a holiday season downtown
<u>Cultivate, support and promote Downtown Austin as the cultural hub of the city</u>	Promote arts and activities happening downtown through the DAA newsletter, A&E committee and other portals
	Help arts and cultural organizations connect with each other and downtown property owners, businesses, and city staff regarding art projects and opportunities
	Collect and disseminate research, education and data on the significance of the downtown arts community
	Arts & Entertainment Sponsorships: Provide financial support for downtown events and projects
Monitor plans and policies to ensure that they continue to offer a supportive environment for arts	Monitor cultural and community plans including the CreateAustin Plan, Downtown Austin Plan and the Waller Creek Master Plan, and Imagine Austin
	Monitor policy changes and updates affecting the arts community and assist in advocating for changes when necessary
Encourage and support the development of public art in the public and private realms	Complete initial Bike Rack Sculpture project
	Continue to follow and discuss possibilities of David Byrne bike racks downtown

Note: 2011 Committee Top Priorities are Underlined

Strategic Priority: Promoting Economic Vitality/Parks & Open Space	
Downtown Parks and Open Space Master Plan, Waller Creek district planning and implementation, increased usage and ownership of parks, and maintenance.	
Goals	Tactics
<u>Improved maintenance of downtown parks (highest level for downtown parks)</u>	Work with PARD to identify budget needs and create an advocacy approach for increased maintenance and staffing in budget year 2011-2010
Increased ownership and use of downtown parks	<u>Communications:</u> ○ <u>Promote the message that downtown parks are part of the economic engine and for all of Austin's enjoyment.</u> ○ <u>Promote events and activities in downtown parks.</u> ○ <u>Increase downtown parks messaging within media outlets</u>
	Continue to support, promote and plan sustainable programming within the downtown parks
Adoption and implementation of the Parks and Open Space Master Plan of the Downtown Austin Plan	Continue to follow and support Downtown Austin Plan financing and staffing recommendations
	Advocate for a lease renewal for the Historic Squares
	<u>Advocate for improved park reservation/use fees and earned income potential</u>
Enhance participation and leadership for downtown parks	Advocate and support implementation efforts to create master plans and improvements to Wooldridge Square, Brush Square, Palm Park and Old Bakery
	Help initiate discussions and advocate for a long-term sustainable public-private partnership model for the downtown parks
	Support the efforts of the City of Austin and the Waller Creek Conservancy to make Waller Creek a world-class greenbelt
	○ Increase participation and interest of downtown residents in parks committee and park improvement efforts ○ Increase representation for downtown parks in city leadership ○ Enhance collaboration and communication across partners
Other: Research and Metrics	○ Conduct park use study to collect data on how people are using the parks, how many, survey maintenance, etc. (long-term intern project)

Note: Top Three 2011 Parks Committee Priorities are Underlined

2012-2013 Communications Service Plan

Objective: Communicate what DAA does to the right people at the right time

Strategies	Tactics
Communications Plan: Utilize strategic communications plan to set tone for organization's messaging, and media, marketing, member communications approach	Use results of DAA strategic plan, in conjunction with the Downtown Austin Plan and other community plans to guide the creation of the DAA communications plan
	Use resources such as Elizabeth Christian and Associates, and other firms, to assist in the execution of the plan
Member Awareness: Heighten members' awareness of and propensity for action on issues affecting downtown and its constituents	Develop understanding of needs/affiliations/areas of interest/best way to communicate with members
	Distribute regular member communication on issues affecting downtown
	Create issue briefs on topics of interest to downtown. Distribute briefs with board packets and make them available to members (either via website or other means). Briefs should include: Summaries of issue/trend, key statistics/facts, DAA position, proponents'/opponents' positions, players shaping issue/trend, actions/updates, related issues/trends and further reading
	Hold regular events (Issues and Eggs, forums, annual breakfast etc.) whereby members have the opportunity to learn about issues affecting downtown
	Utilize Biennial Survey results to identify areas needing focus
Policy Maker Awareness: Heighten policy makers' awareness of and propensity for action on issues affecting downtown and its constituents	Utilize Biennial Survey results to identify areas needing focus
	Work with Economic Development and Advocacy staff and forum members to identify key issues and create action plans to address issues with key constituents
Media Awareness: Heighten media awareness of and propensity for coverage on issues affecting downtown and its constituents	Hold briefings, editorial board meetings to inform key media on issues and trends affecting downtown
	Maintain editorial calendar of downtown topics of interest to media with 2-3 paragraph mini-features and story ideas for media. Offer additional resources and potential visuals, interviews, etc.
Speakers Bureau: Create Speakers Bureau to enable members to become vocal advocates for	Identify priority topics for speeches, potential speaking venues and DAA board members/advocates who can deliver the message. Prepare presentations and offer training for speakers.

downtown and DAA issues and to educate the community on issues important to DAA	Work with organizations to schedule DAA speakers at key events
DAA Branding: Provide clear, consistent, action-oriented messages to DAA members and constituents	Use DAA logo and brand identity to reflect strategic initiatives Use standard format for board and committee meetings to ensure key messages from committees are communicated throughout the organization Ensure that DAA members and constituents, and their interests and affiliations are clearly identified, and shape messages and requests accordingly.
website. Use DAA website as a central communications tool for members, community, visitors, and other key constituents	Create site that is more user-friendly for DAA staff and external audiences, provides key information and allows for future additions, technological advances, etc. Keep Current DAA website up to date
Integrated Downtown Constituent Communications Plan: Create seamless system for reaching downtown employees with information about downtown, issues/events/opportunities that affect downtown, and info about the DAA	Team with BOMA, APD, EMS, AFD, DANA, etc. to identify potential scenarios, best methods of communication and ongoing plan Work with BOMA, key building and office managers to understand their needs, options and limitations for connecting with employees and create a strategy for partnerships
Inter-Committee Communications: Work with all DAA committees to communicate their key initiatives to entire DAA membership and other key stakeholder groups	Create and utilize systems to provide committee updates to key constituents
Event/Organization Promotion: Provide organizations with new and expanded ways to promote their events/initiatives and communicate	Use weekly newsletter as a way to communicate timely event and issues information Use DAA website calendar as means to communicate timely event and issues information Promote Holiday Sing-Along and Downtown Stroll
Strategic Partnerships: Foster strategic relationships with partner organizations' marketing/communications teams to ensure downtown messages are kept top of mind	Hold ongoing meetings with PIOs and Communications staff of key organizations like ACVB, City of Austin, BOMA, DANA, arts organizations, etc. to ensure that key downtown messages are shared and communicated through all groups.

Mobility and Streetscapes

Monitor and influence transportation ingress, egress, and circulation in Downtown Austin through active participation in transportation planning.

Wayfinding: Provide leadership and facilitate the creation of a comprehensive wayfinding system for Downtown Austin.

Strategy	Tactic
Support efforts by City of Austin staff to implement a wayfinding system that serves users of all transportation modes - motorists, pedestrians, cyclists, transit users, etc.	Bring together stakeholders in the project to ensure the proposed system addresses a variety of needs.
	Help City staff and consultant connect with the appropriate stakeholders and to coordinate with other wayfinding-related efforts (Capital Metro, PARD, etc.)
	Provide feedback to City staff based on needs of the downtown community and on the experiences of DMOs in peer cities.
	Ensure proposed plan addresses on-going needs (expandable and maintainable.)
Support efforts to promote Transportation Demand Management strategies.	Help Downtown Austin Transportation Management Association staff connect with businesses and organizations that will participate in and/or support TDM programs
	Promote TDM services and opportunities through interactions with business owners, property owners/managers, the Mobility Committee, and other DAA members.
	Promote TDM services and opportunities as appropriate using This Week in Downtown and other resources.
	Support efforts to create a bike sharing system for downtown.

Mobility and Streetscapes

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Wayfinding: Provide leadership and facilitate the creation of a comprehensive wayfinding system for Downtown Austin.

Strategy	Tactic
Build demand for Capital Metro's services and increase usage of other alternatives to single-occupancy vehicles.	Provide feedback to Capital Metro on planned and/or needed service changes.
	Inform downtown community of Capital Metro services.
	Coordinate communication between Capital Metro, City of Austin, and other stakeholders as needed to help create collaborative efforts to improve transit.
	Help Downtown Austin Transportation Management Association staff connect with businesses and organizations that will participate in and/or support TDM programs
	Monitor developments on other transportation-related projects, such as car sharing, LoneStar Rail, Central Texas Working Group, etc. and provide support as appropriate.
	Encourage progress on the design and implementation of a central transfer facility.
Improve public's perception of downtown parking.	Monitor process to change the valet parking ordinance.
	Create new GIS-based parking map for distribution, web site.
	Foster communication between City Parking Enterprise, parking owners/operators, valet operators, businesses, and other stakeholders.
	Educate the downtown community and the general public about parking management.

Mobility and Streetscapes

Monitor and influence transportation ingress, egress, and circulation in Downtown Austin through active participation in transportation planning.

Wayfinding: Provide leadership and facilitate the creation of a comprehensive wayfinding system for Downtown Austin.

Strategy	Tactic
Mitigate effects of street closures on Downtown operations.	Communicate information regarding upcoming closures to DAA membership, and feedback on events to event managers and city staff.
	As needed, help facilitate solutions for problems related to specific events.
Support MoPac managed lane efforts.	Ensure CTRMA, City, and Cap Met are coordinating efforts.
	Educate membership on the operation and benefits of managed lanes.
Build support for the Urban Rail Connector/Circulator.	Collaborate with DAA consultant on development of Urban Rail Education campaign and provide support to for Foxholegroup.

Admin Services	
Strategy	Tactic
Manage assessed/associate membership renewal system and keep current information on assessed property owners.	1. Set up process for renewals of dues paying members.
	2. Assess who need to be /is not in database on a continuous basis.
	3. Continually manage and update all categories & lists in database.
	4. Keep email list as accurate as possible.
	5. Keep member's list accurate through technology
Technology	
Keep DAA office logistics, software and hardware up to date.	1. General software updates/upgrades.
	2. Help estimate cost of office wide updates
Leadership Engagement (Education)	
Strategy	Tactic
Educate membership about downtown issues in a small breakfast forum.	1. Work with staff to arrange a topic calendar for 2011 with potential dates for specific I&E.
	2. Work with staff to target outreach for each I&E session
Help keep staff up to date on meeting, speaker, av and tech needs.	1. Assist and manage av speakers needs.
Opportunity to communicate DAA's vision for the continued improvement of the downtown area.	1. Work with staff and other non-profits to identify potential speakers and partnerships for upcoming speaker's luncheon(s).
Recognize the people and projects that have created an "impact" downtown.	1. Work to identify forum for recognition for this year.
Member Services	
Strategy	Tactic
Act as a resources to our members (assessed & associate).	1. Begin working on plan to for member engagement and involvement and outreach. (Assessed & Associate)
	2. Use meetings and educational opportunities to raise member awareness of DAA's mission and goals
Holiday Stroll	
Strategy	Tactic
Assist with Holiday Stroll.	Use last year's experience to define timeline and goals for this year.
PID Renewal	
Strategy	Tactic
Assist with PID renewal planning	Define what I need to provide staff & board