

Minutes of the Meeting
Board of Directors
San Jose Downtown Association

August 14, 2020

A meeting of the Board of Directors of the San Jose Downtown Association, a non-profit California organization, was held via teleconference (Zoom Webinar) and broadcasted to the public via Facebook Live.

The following directors were present at the meeting: Bates, Bartl, Burroughs, Corbett, De Bernardo, Goddard, Jenkins, Matsushima, McClain, Marques, Neale, Nguyen, Nichols, Perez, Rewkiewicz, Summers, Tabatabaie, Truong, and Wong.

The following directors were absent from the meeting: Calais, Cirone, Gilbert, Lambert, Lituchy, Mahood, Pulcrano, Ramirez, Randall, Serpa, and Vuckovich.

Also present were 90 members of the public and SJDA guests Brad Segal and Daniel Makela of PUMA and SJDA staff: Julie Carlson, Archana Dalgleish, Dori Gao, Rick Jensen, Scott Knies, Nate LeBlanc, Marie Millares, Chloe Shipp, Nathan Ulsh, Bree von Faith, Jessica Vuong, Autumn Young and Dennis Yu.

Knies called the Zoom and Facebook Live meeting to order at 8:17 a.m. and introduced President McClain.

President's report

McClain briefly reflected upon downtown under Shelter In Place since mid-March and racial justice protests in May, and shared images of recent beautification efforts throughout downtown thanks to hundreds of volunteer hours and over \$30,000 in donations to the Rebuild Downtown Fund. A Downtown Doors event recognizing the student's artwork contributions was held in June.

Reopening of downtown began in June with Farmers' Market, Hart's Dog Park and the launch of Al-Fresco outdoor dining at San Pedro Square and SoFA. Thank you!

Knies announced that Semu One Bear, Program Director of Groundwerx since 2009, has been promoted to West Coast Program Manager of the national clean and safe organization Block by Block. Chris Kendrix, Operations Supervisor has been promoted within Groundwerx to the position of Program Director. Congratulations!

Stabilization Plan presentation

McClain provided an overview of SJDA strategic process and re-evaluation as a civic-organization that understands the longevity and gravity of the pandemic upon our members. The Knight Foundation provided a financial opportunity for SJDA to engage national consulting firm Progressive Urban Management Associates (PUMA) specializing in working with downtown associations and improvement districts. PUMA conducted interviews with property owners, business owners, policymakers, partners, SJDA staff and board, etc. and also received 1,254 responses to an online public survey. McClain introduced Brad Segal, President of PUMA.

Segal introduced his colleague Daniel Makela. He described his previous experience working with SJDA on the creation of PBID in 2007 and renewal in 2012.

Segal provided broad overview of different pandemic trends that are shaping cities followed by a more specific plan for SJDA and lay the ground work for what comes next for downtown San Jose in recovery from the pandemic.

Segal shared *Top 10 Global Trends (Affecting North American Downtowns) - Pandemic Update: What's Changed, What Hasn't & What Needs to Change* as a chronology spanning the past 15+ years. These converging trends, favorable for vibrant downtowns and effected by COVID-19 pandemic as a colossal public health disruption, will serve more as a change accelerator than a game-changer.

The Stabilization Plan for both downtown San Jose and San Jose Downtown Association addresses how to respond, bolster and advance downtown and the organization by looking at the next 6-18 months of COVID recovery and long-term.

Segal provided a brief overview of the SJDA Organization flowchart reflecting Mission, Revenue and Programming of SJDA; San Jose Downtown Foundation; Property Based Improvement District (PBID); and the Downtown Community Development Corporation (DCDC)

The Stabilization Plan Process consisted of a series of interviews with property owners, business owners, policymakers, partners, SJDA staff and board, PBID board, etc. and over 1,250 online public survey responses.

Bottom Line Conclusions:

- Pandemic requires SJDA to update its business model
- Focus on clean & safe services, small business support, place enhancement and equity
- Key programming considerations
 - Emphasis on upcoming PBID renewal
 - Lead efforts to nurture and curate storefront economy
 - Modernize and refocus marketing and promotions
 - Move from festival producer to event facilitator/programmer
 - Succession plan for SJDA executive leadership

Makela reviewed that Interview Common Themes covered downtown near-term challenges, near-term opportunities, long-term implications, near-term implications and longer-term implications. He also reviewed the Online Survey responses. Segal and Makela both indicated how unusual it was to have such strong alignment on priorities for the community.

Segal presented SJDA Key Implications:

1. PBID & Groundwerx are core strengths of SJDA
2. SJDA needs to be the leader in nurturing the storefront economy
3. Marketing, promotion and events should be repositioned
4. SDJA can be an innovator, problem-solver and implementor
5. SJDA is in need of an update to its business model

Near-Term Implications for SJDA (next 6-12 months)

- Clean and Safe – Groundwerx
- Small Business Support
- Marketing, Promotions and Communications

Longer-Term Implications for SJDA (beyond 12 months) / Emerging Framework

- ◆ Two redefined Business Centers:
 1. Environment
 - Clean and safe
 - Greening & beautification
 - Public Space ConservancyFunding: PBID, service contracts, 501c3 non-profit
 2. Experience
 - Small business support
 - Events & activation
 - Promotions & communicationsFunding: PBID, BID, memberships, event sponsorships, parking revenue
- ◆ Project Management Principles throughout all programming
 - Equity & inclusion
 - Innovation
 - Action through implementation
- ◆ PBID Renewal
 - Bedrock of SJDA
 - Diversify services funded by PBID
 - Boundary expansion to the west
 - Sub-district approach in service deployment
- ◆ Organizational Implications
 - Revenue enhancement
 - Realign staffing structure
 - Diversify boards
 - Simplify committee structure
 - Leadership transition/succession timeline

McClain facilitated questions through the Zoom chat and called for additional questions to be posted.

Knies said a recording of the meeting, presentation slides and the Stabilization Plan are available at [sjdowntown/whatsnext](#). He also said that due to the technical problems with Facebook Live this morning, a "make-up" presentation will be scheduled since more than 150 people were unable to log on this morning.

President McClain adjourned the meeting at 9:30 a.m.