



Office of the City Manager

CONSENT CALENDAR
December 2, 2025

To: Honorable Mayor and Members of the City Council

From: Paul Buddenhagen, City Manager

Submitted by: Eleanor Hollander, Manager, Office of Economic Development

Subject: Authorizing the City Manager to Sign the Downtown Property-Based Business Improvement District (PBID) Petition and Ballot on Behalf of the City of Berkeley

RECOMMENDATION

Adopt a Resolution:

1. Authorizing the City Manager to approve and sign the “Preliminary Petition to Reestablish the Downtown Berkeley Property-Based Business Improvement District” document on behalf of City-owned properties in the proposed Downtown PBID area; and
2. In the event the petition is successful in generating a ballot process to reestablish a Downtown PBID, authorizing the City Manager to vote YES on any ballots on behalf of City-owned properties in the proposed Downtown PBID area.

SUMMARY

The current Downtown Berkeley Property and Business Improvement District (DPBID or the District) is scheduled to expire on December 31, 2026. The DPBID provides services for environmental and economic enhancements in Berkeley’s Downtown area. The Downtown Berkeley Association (DBA), as the District’s owners’ association, has begun the legal process to re-establish the DPBID for a third term. The first step of that process requires that petitions representing at least 50% of the total amount of the proposed assessment be submitted to the City Clerk. If petitions representing 50% or more of the total assessment are received, then the City Clerk will send ballots to all of the proposed assessees within the DPBID boundary.

The City of Berkeley owns 14 (fourteen) parcels included in the proposed re-established DPBID; this includes one parcel owned by the Berkeley Joint Powers Authority or JPA. The new annual assessment to the city will be approximately \$204,244. This accounts for 7.65% of the DPBID’s overall assessment budget. The City will be asked to pay for the “general benefit” portion of the District budget in addition to the assessments on

City-owned properties (which will increase to 2% from the current rate of 1.05%). The *DPBID Management District Plan* (Exhibit A) provides a more thorough explanation of the background and calculation of the District's general benefit amount. The Downtown Berkeley PBID general benefit amount is estimated to be \$58,351 in the first year of the reestablished PBID. Together assessments on City-owned property and general benefit payments will total \$262,596 in the first year of the assessment (FY27).

FISCAL IMPACTS OF RECOMMENDATION

Under the provisions of Proposition 218 in the California Constitution, government agencies must pay assessments in PBIDs and other special benefit districts, just like private property owners, unless they receive no benefit. Payment is collected from private property owners through property tax bills typically submitted in November and February of each Fiscal Year (July 1 – June 30). Payments would be due from non-property tax-paying entities such as the City (and the University) at roughly the same time. The City's initial assessment payment in Fiscal Year 2027 (FY27) would be \$204,244. In 2011 at the initial establishment of the PBID, the City increased parking rates at meters in the Downtown area to generate funds to pay for the City DPBID assessment costs, with the institution of dynamic pricing for parking in the Downtown (the "goBerkeley" program) this is still a sufficient method to support the payment of the DPBID assessment costs. The DPBID board (per the adopted District Management Plan) would have the authority to raise assessment rates as much as 5% per year to keep pace with the consumer price index and other program costs. The DPBID board would continue to be primarily comprised of assessed property owners, including the City, who would themselves be subject to any assessment level increases.

In addition to assessments, the City will be asked to pay for the "general benefit" portion of the budget. As required by state law, the general benefits of an assessment district must be quantified so that the cost of the activities that are attributed to general benefit can be deducted from the amounts assessed against each specially benefitted parcel. In most California cities where there is a general benefit cost associated with a PBID, the municipality pays that portion of the budget. The engineer's report commissioned for the reestablishment of the DPBID in 2025 calculates that the general benefit for the district represents \$58,351 of the total budget. Together assessments on City-owned property and general benefit payments will total \$262,596 in the first year (FY27) and will continue for the following 10 years.

CURRENT SITUATION AND ITS EFFECTS

The renewal of the Downtown PBID is a Strategic Plan Priority Project, advancing our goals to:

- provide state-of-the-art, well-maintained infrastructure, amenities, and facilities.
- foster a dynamic, sustainable, and locally-based economy.

Formed in 2011 by Downtown Berkeley property owners, the DPBID is a special district that collects a self-governed assessment on property to provide environmental

enhancements through hospitality, maintenance and beautification services, and economic enhancements to improve the Downtown business climate. The DPBID was formed with an initial five-year term in 2011 and renewed for 10 years in 2016. The DPBID is set to expire at the end of 2026, unless it is reestablished for a third term (proposed for 10 years) by Downtown property owners and the City of Berkeley.

Reestablishment Process

As allowed by state law, the existing DPBID is working to reestablish itself for a second ten-year term, and a third term since its initial establishment in 2011. Upon receipt of petitions signed by property owners representing greater than 50% of the District budget, the City of Berkeley will initiate a ballot procedure to officially reestablish the Downtown PBID. Governed by the Downtown Berkeley Association board of directors, the reestablished DPBID work program would continue to provide both environmental and economic enhancements for parcels in the district. As described in the newly updated and adopted *DPBID Management District Plan* (Exhibit A), the proposed DPBID would provide funding for enhanced maintenance, hospitality, beautification, placemaking, business support and attraction, event and marketing programs, above and beyond those services provided by the City of Berkeley.

Location

The district boundaries encompass the core of the downtown area focused along the Shattuck and University Avenue corridors in Downtown Berkeley (See DPBID Boundary Map, *DBA Strategic Plan*, Exhibit C, page 4). To assess for the special benefit each parcel receives from the Downtown PBID activities, the two benefit zones (**Premium and Standard Zones**) will continue.

Services

The DPBID will finance improvements and activities that will improve Downtown Berkeley's environment for property owners, residents, workers and visitors, including:

Environmental Enhancements

- Cleaning/Hospitality Ambassadors will provide sweeping, scrubbing and pressure washing sidewalks, litter and graffiti removal, trash removal, visitor information, merchant outreach, city services liaison, event support.
- Homeless Outreach Ambassador will provide outreach and referrals for shelter and social services to unhoused persons in the district.
- The Ambassadors and Economic Vitality team will provide beautification and placemaking improvements that make Downtown Berkeley more visually attractive, which may include enhanced landscaping, public art, holiday décor, signage, streetscape, planters, urban design, etc.

- A new Safety Ambassador program will address public safety concerns, mental health crises, open drug use, and safety escorts, and work with local police and business and property owners to prevent crime and address quality of life issues.

Economic Enhancements

- The Economic Vitality team will support Downtown Berkeley’s evolution as a regional destination for arts, culture and entertainment, including:
- Marketing and communications to support PBID activities and improvements and promote a positive image for Downtown Berkeley.
- Special events and promotions to bring more customers and economic vitality to the Downtown.
- Leadership through research and community education to represent the downtown community with one clear voice.

Financing Method

Levy of assessments upon real property that benefit from improvements and activities is calculated like so:

$$[\text{Assessment Rates}] * [\text{Lot} + \text{Building Square Footage}]$$

Annual assessments are based upon an allocation of land use type, program costs, benefit zone, and a calculation of lot square footage plus building square footage.

Estimated annual maximum assessment rates for the first year of the district are:

Parcel Zone and Type	Assessment Rates
Premium – Commercial	0.3241
Premium – Residential	0.2463
Premium - Tax Exempt/Govt	0.1848
Standard – Commercial	0.2010
Standard – Residential	0.1232
Standard - Tax Exempt/Govt	0.0924

General Benefit Allowance

An allowance is made for general benefits that the district may provide to either the parcels outside the district boundary or to the public at large. Any PBID services that are found to provide general benefit cannot be paid for with assessment revenue. A certified engineer has estimated that the general benefit from services accounts for \$58,351 of

the estimated budget, resulting in a total assessment budget for year one of the renewed DPBID of \$2,668,086 (not including general benefit).

Costs & Rates

Annual assessments are based upon an allocation of program costs within two benefit zones (“standard” and “premium”) and a calculation of land or lot square footage plus building square footage within each zone. Two benefit zones, “Premium” and “Standard” provide two different levels of service. The “Premium” service zone encompasses the area of highest intensity of use and receives more services. Environmental services (i.e. improved cleaning, hospitality, landscaping and placemaking) will be approximately twice as frequent in the “Premium” zone as in the “Standard” zone. Economic enhancements (i.e. marketing, parking management, and business support) will be distributed equally throughout the district. Properties with residential, government and tax-exempt uses will pay an adjusted rate. Residential properties will fully benefit from environmental services, but they will not benefit from economic enhancements and their assessments will be adjusted accordingly. Tax-exempt and government properties will not gain the full benefit from environmental services as compared to commercial and residential properties, and their assessments are also adjusted accordingly.

Rate Adjustment & Cap

Over the past 10 years of the DPBID, which ends on December 31, 2026, rates will have increased an average of 2.2% per year. Some years, there was no rate increase indicated (i.e. 2020, 2021) and other years the board approved a 2.5% increase (2018, 2019) or a 4.5% increase (2025). The new rates listed above for the reestablished DPBID project an approximate, one-time 18.4% rate adjustment over the 2026 assessment rates. The adjustment to a new base rate is needed to keep up with increasing labor costs associated with the Ambassador program and to launch new initiatives related to the cleaning, security and the marketing of the District. Following renewal of the Downtown PBID District, annual assessments may increase no more than 5% per year consistent with the increase in consumer price index (CPI) and increases in program costs. The determination of annual adjustments in assessment rates will be subject to the annual review and approval of the DBA Board of Directors.

Baseline City Services

The City of Berkeley will provide an accounting of baseline services that are currently provided within the District and will continue through the duration of the planned renewal. (See Exhibit D).

Collection

PBID assessments appear as a separate line item on the annual Alameda County property tax bills. The DBA will directly invoice tax exempt/government entities which are not included in Alameda County property tax billing systems.

Governance

The PBID will continue to be managed by the Downtown Berkeley Association (DBA) board of directors. A majority of the DBA board is composed of property owners and/or their representatives within the PBID.

District Reestablishment

California law for PBID district formation requires the submission of petitions signed by property owners in the proposed district who will pay more than 50% of the total assessments (i.e. petitions must represent more than *50% of the \$1,334,043 to be assessed*). Petitions are submitted to the City of Berkeley's City Clerk. The City Clerk will mail ballots to all affected property owners. The majority of ballots returned, as weighted by assessments to be paid, must be in favor of the PBID in order for the City Council to consider approval and reestablishment of the Downtown PBID.

Duration

Collection of the first year's assessments will be included in Alameda County's 2026-2027 or (Fiscal Year 2027 or FY27) tax bill. Services will begin January 1, 2027 and continue through December 31, 2036. A five-year review of the district will evaluate market conditions and the need for any adjustments to the Downtown PBID Management District Plan. Any subsequent renewal of the district (FY 2037) will require a new management plan, petition and mail ballot process.

BACKGROUND

In 2009, the DBA undertook a Strategic Action Planning process. As a result, in 2011 the DBA worked with property owners and City Council to establish a PBID to replace the existing business license-based district for five years. This new legal framework allowed for a considerable expansion of services including added hospitality staff, extensive upgrading of planters and landscaping services as well as added marketing and communications efforts. The district was renewed in 2016 for a term of 10 years, and the enabling legislation for that PBID is set to expire on December 31, 2026. This effort would reestablish the PBID for a second 10-year term – with collections coinciding with the start of the 2027 Fiscal year (July 1, 2026).

To prepare for the renewal of the DPBID, the DBA retained the services of Progressive Urban Management Associates, Inc. ("PUMA") to update the organization's strategic plan. With priorities gained from the DBA Board of Directors, stakeholder focus groups and responses to an online community improvement survey, the adopted DBA Strategic Plan (June 2025) and the proposed new DPBID *Management District Plan* will offer support for the environmental and economic enhancement services outlined above. As with all Business Improvement Districts, these additional DPBID funded services would augment, not replace, the City's existing level of "baseline" services.

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

By maintaining and enhancing the district, the DBA creates shopping opportunities for residents and visitors alike while encouraging alternative forms of transportation. The District encompasses the area surrounding the Downtown Berkeley BART Station and several AC Transit lines which provide easy accessibility for visitors coming to and from this popular regional destination. Because the District is well served by public transportation and biking infrastructure, these services indirectly support environmental sustainability goals of encouraging alternative transportation choices.

RATIONALE FOR RECOMMENDATION

This private/public partnership will continue the significant resources for Downtown Revitalization and maintenance that has had a positive transformational effect on the physical and economic health of Berkeley's Downtown area.

ALTERNATIVE ACTIONS CONSIDERED

None.

CONTACT PERSON

Eleanor Hollander, Office of Economic Development, 510-981-7536

Attachments:

1: Resolution

Exhibit A: Management District Plan for the Renewal of the Downtown Berkeley Property-Based Business Improvement District (October 2025)

Exhibit B: Preliminary Petition to Reestablish the Downtown Berkeley Property-Based Business Improvement District (October 2025)

Exhibit C: DBA Strategic Plan (June 2025)

Exhibit D: Baseline City Services Document (September 2025)

RESOLUTION NO. ##,###-N.S.

AUTHORIZATION TO SIGN DOWNTOWN PROPERTY-BASED BUSINESS IMPROVEMENT DISTRICT OR "PBID" PETITION AND BALLOT ON BEHALF OF THE CITY

WHEREAS, under the provisions of Proposition 218 in the California Constitution, government agencies receiving benefit must pay assessments in Property-Based Business Improvement Districts (PBIDs) and other special benefit districts, just like private property owners; and

WHEREAS, the Downtown Berkeley Association (DBA) undertook a Strategic Planning Process involving input from stakeholders across the District; and

WHEREAS, the DBA Strategic Plan envisioned increased services to address the cleanliness, safety and economic development challenges in the District; and

WHEREAS, the DBA dedicated extensive resources to determine the best method to generate funding to implement their plan and concluded that continuing the property-based business improvement district (PBID) in Berkeley's Downtown was the best method; and

WHEREAS, the DBA Board developed and approved a Downtown PBID Management District Plan and are now moving forward with a petition process to authorize a ballot that would reestablish the Downtown PBID for a third term of 10 years.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the City Manager is authorized to approve and sign the "Preliminary Petition to Reestablish the Downtown Berkeley Property-Based Business Improvement District" document on behalf of City-owned properties in the proposed Downtown PBID area; and

BE IT FURTHER RESOLVED that in the event the petition is successful in generating a ballot process to reestablish the Downtown PBID for a third term of 10 years, the City Manager is authorized to vote YES on any ballots on behalf of City-owned properties in the proposed Downtown PBID area.

Exhibits

A: *Management District Plan* for the Renewal of the Downtown Berkeley Property-Based Business Improvement District or DPBID (October 2025)

B: Preliminary Petition to Reestablish the Downtown Berkeley Property-Based Business Improvement District (October 2025)

C: Downtown Berkeley Association (DBA) Strategic Plan (June 2025)

D: Baseline City Services Document (September 2025)

Downtown Berkeley

Property-Based Business Improvement District

Berkeley, California

Management District Plan



October 24, 2025

Prepared by:
Kristin Lowell, Inc. and
Progressive Urban Management Associates, Inc.

*Prepared pursuant to the State of California
Property and Business Improvement District Law of 1994
and Article XIIIID of the California Constitution
to create a property-based business improvement district.*

**MANAGEMENT DISTRICT PLAN
for renewal of the
Downtown Berkeley
Property-Based Business Improvement District (PBID)**

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ATTACHMENT

- A. Engineer’s Report
- B. Base Level Services Agreement
- C. Strategic Plan Executive Summary

SECTION 1: EXECUTIVE SUMMARY

The Downtown Berkeley Property-Based Business Improvement District (“PBID”) was first formed in 2011 and renewed in 2016. Building on the success of the PBID over the last 15 years, Downtown property and business owners seek to renew the district for an additional 10 years. The Downtown Berkeley Association (DBA) board of directors has approved a new PBID Management District Plan that responds to market trends and respond to conditions that can be reasonably expected through the next ten years.

As part of the PBID renewal initiative, the DBA engaged Progressive Urban Management Associates (PUMA) to analyze downtown dynamics and prepare a Strategic Plan to help guide Downtown and the PBID for the next 10 years. More than 700 Downtown Berkeley stakeholders contributed to the strategic planning process, including property owners, merchants, nonprofits, residents, students and civic partners. The key takeaways from the strategic plan found that:

- Downtown has ongoing challenges related to the unhoused population and storefront vacancies.
- The DBA is under-capitalized to address these challenges and needs to build organizational and financial capacity to provide impactful solutions.

It was clear that Downtown stakeholders and the DBA have 4 clear objectives and goals:

1. Ensure Downtown is consistently clean, safe and welcoming
2. Attract, retain and support locally owned businesses and nonprofits
3. Bring residents and visitors Downtown to patronize businesses, nonprofits and the arts
4. Be the leading convener and advocate for Downtown Berkeley.

The new Management District Plan will provide services to help address these challenges and meet these goals. Specific enhancements to the Downtown improvement program include:

1. Continuation of current Clean, Safe, Beautification, Marketing & Activation services
2. Reinstating a Safety Ambassador program, and
3. Option of later adding a staff member solely focused on Economic Development and Placemaking.

Summary Management Plan

Pursuant to the Property and Business Improvement District Law of 1994 (California Streets and Highways Code § 36600 et seq.) (the “PBID Law”), the PBID is proposed to be renewed for a 10-year term. Upon receipt of petitions signed by property owners representing greater than 50% of the PBID assessable budget, the City will initiate a ballot procedure to officially form the PBID. Governed by the Downtown Berkeley Association as the Owners’ Association, the PBID will deliver enhanced services to improve and convey special benefits to properties located within the PBID boundary, above and beyond those provided by the City.

The PBID will provide enhanced environmental improvements and activities, such as cleaning the Downtown, improving safety, beautifying the Downtown; as well as economic vitality enhancements such as marketing, communications and special events. Each of the activities is designed to meet the goals of the District; to improve the appearance and safety of the PBID, to

increase building occupancy and lease rates, to encourage new business development and attract ancillary businesses and services.

<p>Location</p>	<p>The District boundary encompasses the core of the Downtown area focused along the Shattuck and University Avenue corridors in Downtown Berkeley. To assess for the special benefit each parcel receives from the PBID activities, two benefit zones will continue. (See Section 2 for full description and boundary map.)</p>
<p>Services & Activities</p>	<p>The PBID will finance services that will enhance the experience within the Downtown area for property owners, businesses, residents, employees, and visitors, including:</p> <p><u>Clean, Safe and Beautiful:</u></p> <ul style="list-style-type: none"> • Cleaning/Hospitality Ambassadors will provide sweeping, scrubbing and pressure washing sidewalks, litter and graffiti removal, trash removal, visitor information, merchant outreach, city services liaison, event support. • Homeless Outreach Ambassador will provide outreach and referrals for shelter and social services to unhoused persons in the district. • The Ambassadors and Economic Vitality team will provide beautification and placemaking improvements that make Downtown Berkeley more visually attractive, which may include enhanced landscaping, public art, holiday décor, signage, streetscape, planters, urban design, etc. • A new Safety Ambassador program will address public safety concerns, mental health crises, open drug use, and safety escorts, and work with local police and business and property owners to prevent crime and address quality of life issues. <p><u>Marketing & Activation:</u></p> <ul style="list-style-type: none"> • The Economic Vitality team will support Downtown Berkeley’s evolution as a regional destination for arts, culture and entertainment, including: • Marketing and communications to support PBID activities and improvements and promote a positive image for Downtown Berkeley. • Special events and promotions to bring more customers and economic vitality to the Downtown. <p><u>Economic Development & Placemaking:</u> <i>(These services are proposed as an optional enhancement to the PBID, subject to DBA board approval, but are not included in Year 1 budget.)</i></p> <ul style="list-style-type: none"> • A new Economic Development Placemaking Manager will promote and support local business and property owners with a focused role on reducing empty storefronts, retaining and attracting businesses, compiling hyper-local market data, and other efforts that attract investment to the Downtown. • This new Manager will also focus on new placemaking programs to beautify Downtown and attract new investment and visitors to the

	<p>Downtown including murals, window graphics/displays, sculpture, sidewalk seating/commerce and other activations.</p> <p><u>Advocacy, Management & Contingency:</u></p> <ul style="list-style-type: none"> • The CEO and the DBA team will advocate for policy issues that will improve the Downtown business environment, • And demonstrate leadership through research and community education to represent the Downtown community with one clear voice, • And provide daily management to carry out the day-to-day PBID operations, • And manage contingency for unforeseen expenses. 																														
<p>Method of Financing</p>	<p>Levy of assessments upon real property that receive a special benefit from enhanced services.</p>																														
<p>Budget</p>	<p>The total budget for its first year of operations is \$2,917,537, as follows:</p> <table border="1" data-bbox="459 800 1417 1224"> <thead> <tr> <th>EXPENDITURES</th> <th>TOTAL BUDGET</th> <th>% of Budget</th> </tr> </thead> <tbody> <tr> <td>Clean, Safe and Beautiful</td> <td>\$2,234,962</td> <td>76.60%</td> </tr> <tr> <td>Marketing and Activation</td> <td>\$438,672</td> <td>15.04%</td> </tr> <tr> <td>Management & Contingency</td> <td>\$243,903</td> <td>8.36%</td> </tr> <tr> <td>Total Expenditures</td> <td>\$2,917,537</td> <td>100.00%</td> </tr> <tr> <th>REVENUES</th> <th></th> <th></th> </tr> <tr> <td>PBID Assessments</td> <td>\$2,668,086</td> <td>91.45%</td> </tr> <tr> <td>General Benefit (1)</td> <td>\$58,351</td> <td>2.00%</td> </tr> <tr> <td>Other Revenues (2)</td> <td>\$191,100</td> <td>6.55%</td> </tr> <tr> <td>Total Revenues</td> <td>\$2,917,537</td> <td>100.00%</td> </tr> </tbody> </table> <p>(1) A certified engineer has estimated that the general benefit from the PBID services accounts for \$58,351 of the estimated budget.</p> <p>(2) Revenues from events, contract services and other sources.</p>	EXPENDITURES	TOTAL BUDGET	% of Budget	Clean, Safe and Beautiful	\$2,234,962	76.60%	Marketing and Activation	\$438,672	15.04%	Management & Contingency	\$243,903	8.36%	Total Expenditures	\$2,917,537	100.00%	REVENUES			PBID Assessments	\$2,668,086	91.45%	General Benefit (1)	\$58,351	2.00%	Other Revenues (2)	\$191,100	6.55%	Total Revenues	\$2,917,537	100.00%
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CPI Increase	Assessments will be subject to an annual increase of up to 5% per year to address changes in the cost of providing services. The determination of annual adjustments in assessment rates will be subject to review and approval by the PBID Owners' Association (i.e. the DBA Board of Directors) and City Council and will be subject to the requirements of the PBID Law. The Owners' Association will develop annual budgets and service programs each year which will be presented to the City Council for approval.
Optional Economic Development Boost	To add Economic Development / Placemaking services focusing on retail attraction, storefront activation, investment, placemaking and small business support to the PBID, the Owner's Association (i.e. DBA Board of Directors) may elect to boost the budget in any of the first five (5) years of the PBID but are not included in Year 1 budget.
City Services	The City has established and documented the baseline of pre-existing City services. The PBID will not replace any pre-existing general City services.
Collection	PBID assessments appear as a separate line item on the annual Alameda County property tax bills.
District Governance	The PBID will be managed by the Downtown Berkeley Association, a nonprofit organization that acts as the PBID Owners' Association. The Owners' Association is governed by a Board of Directors comprised of a majority of PBID property owners. The Board will determine PBID annual services and budgets.
District Formation	The PBID Law requires the submission of petitions signed by property owners in the proposed district who will pay more than 50% of the total assessments (i.e., petitions must represent more than 50% of the \$2,668,086 to be assessed). Petitions are submitted to the City Clerk, who then mails ballots to all assessed property owners. The majority of ballots returned, as weighted by assessments to be paid, must be in favor of the PBID for the City Council to approve the formation.
Duration	The PBID will have a 10-year term and will run from January 1, 2027, through December 31, 2036. Any subsequent renewal of the PBID will require a new Management District Plan, petition, and ballot process, and may be renewed up to 10 years.

SECTION 2: PBID BOUNDARY

PBID Boundary

The existing PBID district encompasses the core of the Downtown area along the Shattuck Avenue corridor bounded by Delaware Street to the north, Oxford/Fulton Streets to the east, Carleton Street to the south and Grant Street to the west.

Benefit Zones

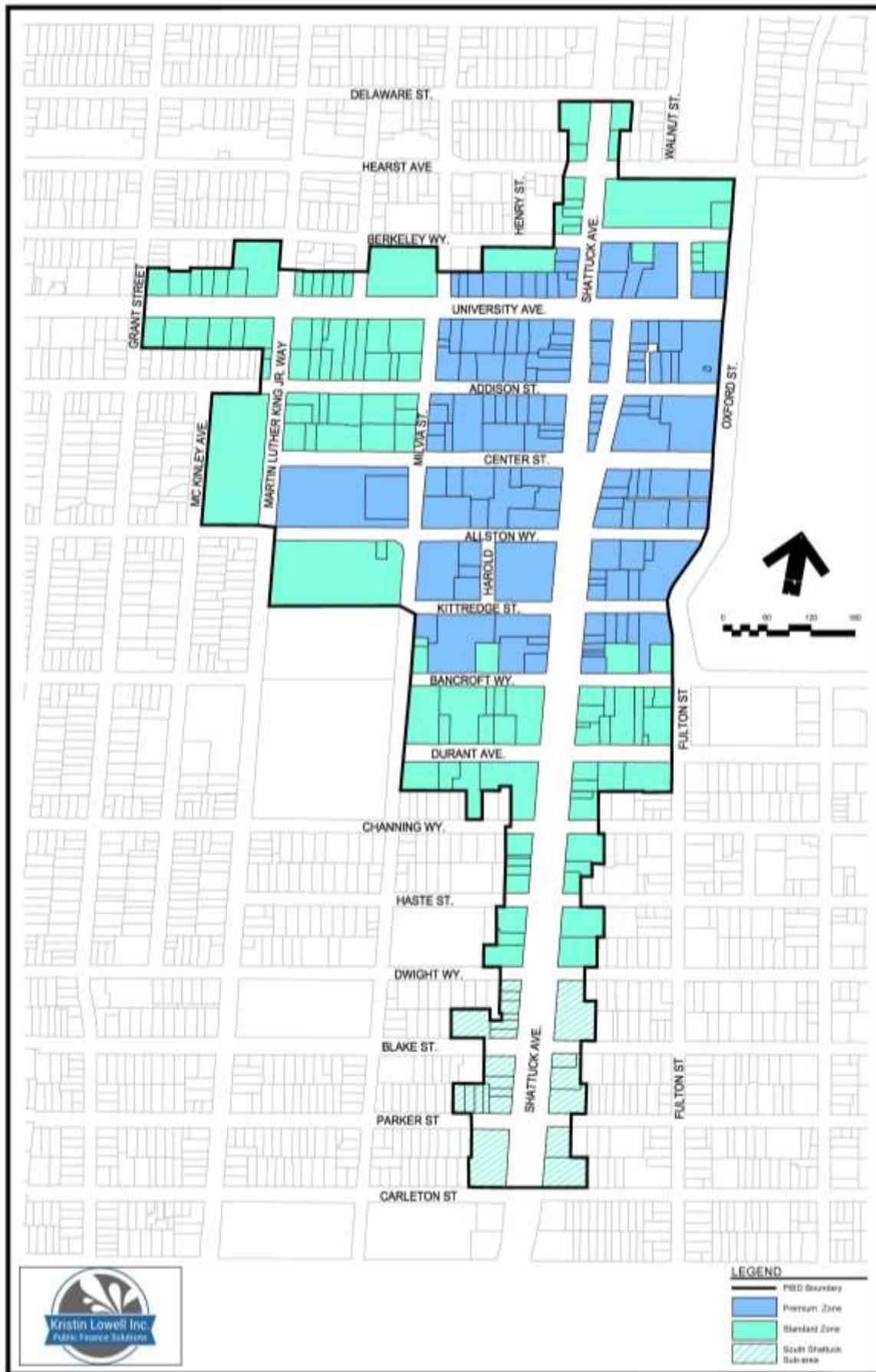
For the past 15 years the PBID has been allocated into two benefit zones that align with pedestrian traffic and the need for the PBID services:

Premium Zone: Encompasses the central Downtown core and the area of highest intensity of use (blue parcels on the boundary map). The Premium Zone requires more services due to its high concentration of commerce, tourism, and public activity, where higher foot traffic and business density requires the highest level of PBID services. Its services include but are not limited to more coverage of the Cleaning/Hospitality Ambassadors, with more frequent patrols, pressure washing, and litter and trash removal. The deployment frequencies for the clean and safe services will be approximately double the service level in the standard zone.

Standard Zone: Includes all other parcels not included in the Premium Zone and is primarily parcels on the periphery of the Downtown core to the north, west and south (green parcels on the boundary map). These areas have less commercial density and pedestrian traffic than the Premium Zone and do not require the same level or frequency of the PBID services.

The South Shattuck sub-area within the Standard Zone Includes three blocks along Shattuck Avenue between Dwight Way and Carleton Street (green hatched parcels on the boundary map). This area will receive the same Standard Zone level of services from the PBID; however, this area is also located in the City's Adeline Corridor Planning Area. A new PBID may be formed within the Adeline Corridor Planning Area within the next ten years. If a new PBID is formed, property owners within this sub-area may opt out of the Downtown PBID and become part of a new PBID.

A map of the proposed district boundary and benefit zones is on the following page.



SECTION 3: PBID ACTIVITY AND IMPROVEMENT PLAN

Background

Informed by a participatory strategic planning process that included extensive community outreach (including stakeholder roundtables with property, business owners, residents, and neighbors; online surveys; and meetings with the DBA Board of Directors), the PBID priorities continue to be, and will expand upon, the following improvements and activities:

- ◆ Clean, Safe and Beautiful
- ◆ Marketing, Activation and Economic Development
- ◆ Management and Operations

The specially benefited parcels within the boundaries of the PBID are a unique mix of retail, office, services, government, education, non-profit, and residential uses. The PBID improvements and activities are designed to provide special benefits to each of the individual assessed parcels: to improve the appearance and safety of the area, to increase building occupancy and lease rates, to encourage new business development and support existing businesses, and to attract visitors to venues and events. All PBID improvements and activities are over and above the City's baseline of services, and each of the PBID services provides particular and distinct benefits to each of the individual assessed parcels within the PBID. To ensure that parcels outside of the PBID will not specially benefit from the improvements and services funded with the assessment, improvements and services will only be delivered to individual assessed parcels within the boundaries of the PBID and will not extend beyond.

Based upon these findings, the following narrative provides recommendations for the PBID's first year of operation. PBID activities may be amended in subsequent years within the following general categories. Final activities and budgets will be subject to the review and approval of the DBA Board of Directors (the PBID Owners' Association).

Clean, Safe and Beautiful

The area of top concern with stakeholders is providing services that will make Downtown more secure, functional, and attractive. Safety is foundational to any urban environment – for people to visit, work or live in the district, they expect a welcoming and comfortable experience. Hence, the PBID will be strengthened by adding Safety Ambassadors moving forward. The Management Plan provides funding for both Cleaning/Hospitality and Safety Ambassador programs including labor costs, management personnel, equipment and supplies. The Plan also includes funding for Homeless Outreach support to the unhoused population in Downtown Berkeley.

These activities and improvements are intended to improve commerce and the quality of life by making each individual assessed parcel safer, cleaner and more attractive, which will encourage investment dollars Downtown and generate additional pedestrian traffic. Clean, Safe and Beautiful activities specially benefit each individual assessed parcel, including commercial, government, parking, education, nonprofits and residential properties. Ensuring Downtown is clean, safe, and well-maintained is essential for supporting businesses, promoting economic vitality, and enhancing the overall experience for tenants, residents and visitors alike.

Cleaning/Hospitality Ambassadors

To maintain consistently clean standards in the District, the Cleaning/Hospitality Ambassador program will continue to provide services as it has for the past 15 years. The purpose of Cleaning/Hospitality Ambassadors is to provide cleaning, sweeping, scrubbing and pressure washing of sidewalks, trash and graffiti removal, as well as visitor information, merchant outreach, event support. The special benefit to parcels from these services is increased commercial activity, which directly relates to increases in lease rates and customer usage. Further benefits include cleaner, healthier streets, and an improved pedestrian experience. A multi-dimensional approach has been developed consisting of the following elements.



Sidewalk Maintenance: Uniformed, radio-equipped Cleaning/Hospitality Ambassadors sweep and remove litter and other refuse from sidewalks and gutters in the District and clean all public hardscape in the District such as trash receptacles, benches, and parking meters.

Graffiti Removal: The Cleaning/Hospitality Ambassadors remove graffiti using solvents and pressure washing. The District maintains a zero-tolerance policy for graffiti reachable at safe levels. The goal is to remove all accessible graffiti within 48 hours of notification.

Sidewalk Pressure Washing: Sidewalk pressure washing is provided on a regular schedule basis as per below schedule. Also, spot washing is provided daily throughout the District on an as needed basis.

Trash Collection

Cleaning/Hospitality Ambassador top off trash cans as needed daily between pickups by the City. Trash receptacles are also cleaned and maintained regularly.

Landscape Maintenance: Cleaning/Hospitality Ambassadors maintain landscape areas including, circular planters, temporary planters and hanging baskets provided by the DBA. Tree wells are also maintained and kept free of litter and weeds and reported to the City for replanting dead or missing street trees.

Special Collections

Cleaning/Hospitality Ambassadors are also available to collect, and/or notify City for pick-up, bulky items such as bike carcasses, stolen shopping carts or other large items illegally dumped in the District.

Maintenance Problems Requiring Third Party Intervention

Cleaning/Hospitality Ambassadors also report to City problems in the District that create blighted or unsafe conditions, that are monitored but outside the scope of the District responsibilities. Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating streetlights, damaged or missing street signs, etc.

Homeless Outreach Ambassador

The Homeless Outreach Ambassador engages with unhoused community members, builds trusting relationships, and connects people to critical resources such as emergency shelter, transitional and permanent housing, healthcare, mental health services, and substance abuse support. This outreach-driven approach is designed to reduce barriers to care, promote stability, and support individuals in navigating the path toward long-term housing and self-sufficiency. The Homeless Outreach Ambassador also responds to merchant and property owner requests for outreach at encampments at or near their business.

Safety Ambassadors (New service addition)

Safety Ambassadors will provide daily monitoring and patrol services. The Ambassadors will patrol regular routes by foot or bike and respond to on-demand service calls. The purpose of the Safety Ambassadors is to address safety concerns, mental health crises, open drug use, and safety escorts, and work with local police and business and property owners to prevent crime and address quality of life issues. The Safety Ambassadors will work to de-escalate anti-social behaviors and report illegal activities including criminal activities and vandalism. They also report maintenance issues and perform outreach to the unsheltered homeless. These Ambassadors, who act as the “eyes and ears” on the street will supplement, not replace, other ongoing police, security, and patrol efforts within the District. The Safety Ambassadors will maintain communication with the Berkeley Police Department, Code Enforcement, and Public Works with the intent of reporting illegal activity or an emergency infrastructure occurrence. The Safety Ambassadors will cover the entire District and communicate with businesses, visitors, residents, and employees within it.



Vision of Downtown Berkeley's future from DBA Strategic Plan survey

Estimated deployment of the Cleaning/Hospitality Ambassadors and Safety Ambassadors and is anticipated as follows, subject to actual daily district needs:

Cleaning/Hospitality Ambassadors	Premium Zone	Standard Zone
Average Weekly Coverage	840 hours per week (21 F.T.E.)	
	7 days/week	5 days/week
Coverage in all areas	8-16 hours	6-8 hours
Method of coverage	Foot patrol	Foot patrol
Cleaning rounds	4 rounds per shift	2 rounds per shift
Litter removal / pan & broom	Twice per day	Once per day
Detail cleaning of public amenities	Twice per day	Once per day
Pressure washing - scheduled cleaning	Four times/year	Two times/year
Pressure washing - spot cleaning	Daily as needed	Daily as needed
Graffiti removal	Daily as needed	Daily as needed
Weed removal	Daily as needed	Daily as needed
Business contacts	6 per shift	3 per shift
Outreach with street populations	Daily	Daily
Reporting	Daily	Daily

Safety Ambassadors	Premium Zone	Standard Zone
Average Weekly Coverage	112 hours per week (2.8 F.T.E.)	
Method of coverage	Foot & Bike Patrol	Foot & Bike Patrol
Safety rounds	4 rounds per shift	2 rounds per shift
Business contacts	8 rounds per shift	4 rounds per shift
Quality of Life & Safety Incidents	Daily as needed	Daily as needed

Beautification/Placemaking

In addition to clean and safe services, the PBID budget may include funds for beautification and placemaking improvements that are defined as cosmetic enhancements that improve the appearance and walkability within the PBID, in turn encouraging customer traffic and improved quality of life for residents, workers and visitors alike. Examples of beautification improvements might include:



- Landscaping, planters, hanging flower baskets and other green elements
- Seasonal holiday decorations and banners
- Cosmetic capital improvements, including street furniture, information kiosks, pedestrian lighting and other amenities
- Wayfinding and directional signage to help visitors navigate through the Downtown
- Temporary and permanent public art installations
- Installation of bicycle racks and other amenities to encourage bicycle use
- Programming of public spaces, such as BART Plaza
- Planning and design processes to improve public spaces throughout the Downtown
- Other improvements as determined year-to-year by the DBA board of directors
- Other cosmetic enhancements that improve the PBID's appearance.

Marketing, Activation and Economic Development

Downtown Berkeley's unique character and appeal are shaped by its vibrant mix of small, locally owned businesses; nonprofit organizations that serve diverse communities and a rich array of arts and cultural venues. Like many cities across the country, Berkeley's storefront economy was hit hard by the pandemic and continues to face challenges amid ongoing recovery efforts and broader economic uncertainty. These conditions have strained local businesses and slowed or stalled new development, contributing to a high storefront vacancy rate in the Downtown area. While the DBA has long supported business and property owners, there is now a clear opportunity to strengthen and formalize this area of work within the organization.

Arts, Culture, Entertainment

A key goal is to advance Downtown Berkeley's evolution as a regional destination for arts, culture and entertainment. Downtown has a rich and varied collection of arts and cultural venues. The Berkeley Repertory Theater is one of the most acclaimed community theaters in the nation. The University of California's Berkeley Art Museum and Pacific Film Archive (BAMPFA) is also located Downtown. Other venues, featuring both live and visual arts, restaurants and other entertainment options, are sprinkled throughout the Downtown. Arts, culture and entertainment create a differential advantage for Downtown and add to the quality of life for Berkeley residents. The PBID

will provide leadership and programs to enhance Downtown's image as a unique arts and cultural destination.

Marketing and Communications

The marketing and communications efforts of the Economic Vitality team will be strengthened to support all components of the PBID Management Plan. Overall, the Marcom program will promote the vision of the Downtown as the dynamic heart of the Berkeley community, inspiring commerce, culture, learning and stakeholder engagement. Additionally, the team will create awareness of environmental services program including cleaning, hospitality, safety, beautification and placemaking changes being made to improve the Downtown. Marcom related to the economic development portion of the work program will: advance the image and branding of the Downtown; highlight the unique startup ecosystem and the arts, culture and entertainment character of the Downtown; attract new and returning visitors to Downtown to live, work, eat, drink, play, engage, and be inspired; promote local businesses, cultural venues and nonprofits; support new investment opportunities for retail, office and housing; and promote easy and affordable access via transit and parking. The DBA Vitality team may also develop and promote events, often with strategic partners, that aligned with the Downtown vision and mission, bringing residents and visitors from the entire Bay Area to Downtown Berkeley.



Economic Development & Placemaking *(potential new initiative)*

Many place management organizations provide dedicated support to property owners and commercial brokers in attracting new retail, nonprofit, office, arts and culture ventures to their downtowns, by offering services such as technical assistance workshops, one-on-one permitting and licensing guidance, block-by-block commercial market data (foot traffic, local versus chain composition, price trends, etc.), storefront improvement grants, pop-up retail opportunities, and connecting entrepreneurs with local resources and funding opportunities. These activities aim to enhance Downtown Berkeley as a center for unique startups, shopping, food & drink, arts and entertainment while also meeting the growing needs of residents and employees. This area will focus on providing support services to help businesses thrive, such as a new advocacy and liaison role to navigate permitting processes. In addition many business improvement districts provide dedicated support for placemaking projects on both private and public property attracting visitors and new investment to the Downtown, including murals, sculpture, window film, signage, enhanced landscaping, and pop-up art. Advancing Downtown Berkeley's status as a unique destination for startups, arts, culture, shopping, and dining, with a blend of one-of-a-kind local and national tenants, in a welcoming and creative pedestrian oriented environment, is a clear priority for Downtown stakeholders.

Leadership

The PBID will support research and community education efforts that help to evaluate the impacts of public policies and issues on the Downtown business and investment climate. The PBID will

support efforts to advance policies that improve the overall quality of life and economic and cultural vitality of the Downtown. The PBID will also inform stakeholders of various policy initiatives and how they can engage in City and other agency processes, so their voices are heard and considered. The PBID may also partner with other local and regional organizations to more effectively achieve stakeholder goals.

Management, Operations & Contingency

Like any business, the PBID requires a professional staff to properly manage programs, communicate with stakeholders and provide leadership. To reduce administrative costs, leverage funding and avoid duplication of enhanced services, this plan anticipates that the DBA will continue to manage and provide the day-to-day PBID services. PBID funds can be further leveraged by sponsorships from special events, service contracts, advertising & promotions, grants, parking revenues and earned income. This professional staff represents the District's interests in advocacy and relationships with local government and media, in addition to coordinating and complying with all contractual obligations to the City of Berkeley and vendors. In support of these efforts, funding is allocated to pay for contract services; office, operations and storage rent; furniture, equipment and supplies, telephone/internet access; legal and accounting services; travel and conference expenses; insurance (workers compensation, general liability and directors/officers' liability); dues/subscriptions; and database maintenance. Personnel expenses include salaries, benefits and payroll taxes.

Reserve: An operating reserve will be maintained for the PBID as determined annually by the Board of Directors. The reserve can also be utilized as a contingency fund to address unforeseen expenses.

SECTION 4: PBID ASSESSMENT BUDGET

2027 PBID Assessment Budget

The following table outlines the PBID maximum assessment budget for 2027.

EXPENDITURES	TOTAL BUDGET	% of Budget
Clean, Safe and Beautiful	\$2,234,962	76.60%
Marketing and Activation	\$438,672	15.04%
Management and Contingency	\$243,903	8.36%
Total Expenditures	\$2,917,537	100.00%
REVENUES		
PBID Assessments	\$2,668,086	91.45%
General Benefit	\$58,351	2.00%
Other Revenues (1)	\$191,100	6.55%
Total Revenues	\$2,917,537	100.00%

(1) Revenues from events, contract services and other sources

Budget Adjustments

Assessments will be subject to an annual increase of up to 5% per year to address changes in the cost of providing services. Assessment budgets may also increase based on development in the PBID. The determination of annual adjustments in assessment rates will be subject to the review and approval of the DBA Board of Directors, serving as the PBID Owners' Association.

The table below illustrates the estimated maximum budget for each year of the PBID based on the maximum percentage increase discussed above.

	Clean, Safe and Beautiful	Marketing and Activation	Management	TOTAL
Year 1	\$2,234,962	\$438,672	\$243,903	\$2,917,537
Year 2	\$2,346,710	\$460,606	\$256,098	\$3,063,414
Year 3	\$2,464,046	\$483,636	\$268,903	\$3,216,585
Year 4	\$2,587,248	\$507,818	\$282,348	\$3,377,414
Year 5	\$2,716,610	\$533,209	\$296,466	\$3,546,284
Year 6	\$2,852,441	\$559,869	\$311,289	\$3,723,599
Year 7	\$2,995,063	\$587,862	\$326,853	\$3,909,779
Year 8	\$3,144,816	\$617,256	\$343,196	\$4,105,268
Year 9	\$3,302,057	\$648,118	\$360,356	\$4,310,531
Year 10	\$3,467,160	\$680,524	\$378,374	\$4,526,057

Economic Development & Placemaking Boost: To add economic development services focusing on retail attraction, storefront activation, placemaking and small business support to the PBID, the Owner's Association (i.e. Downtown Berkeley Association) may elect to boost the budget in any of the first five (5) years of the PBID. The chart below illustrates the impact of this boost to the budget, beginning in Year 2. *Note: Year 2 budget reflects both the maximum 5% increase plus the additional cost adding in economic development.*

	Clean, Safe and Beautiful	Marketing and Activation	Management	TOTAL
Year 1	\$2,358,746	\$314,888	\$243,903	\$2,917,537
Year 2	\$2,476,684	\$543,209	\$256,098	\$3,275,990
Year 3	\$2,600,518	\$570,369	\$268,903	\$3,439,790
Year 4	\$2,730,544	\$598,888	\$282,348	\$3,611,780
Year 5	\$2,867,071	\$628,832	\$296,465	\$3,792,368
Year 6	\$3,010,424	\$660,274	\$311,289	\$3,981,987
Year 7	\$3,160,946	\$693,288	\$326,853	\$4,181,086
Year 8	\$3,318,993	\$727,952	\$343,196	\$4,390,141
Year 9	\$3,484,943	\$764,349	\$360,355	\$4,609,648
Year 10	\$3,659,190	\$802,567	\$378,373	\$4,840,130

Any accrued interest or delinquent payments will be expended in the above categories. The cost of PBID improvements and activities may vary in any given year depending on market conditions and the cost of providing those services. Expenditures for each of the line items may be adjusted up or down 20% between them to continue the same level of service. The DBA Board of Directors shall make such a determination. In addition, any annual budget surplus, including those created through cost saving measures, unexpected reductions in expenses or unanticipated increases in income, will be rolled into the following year's budget. The budget will be adjusted accordingly consistent with the Management District Plan to adjust for surpluses that are carried forward to ensure that the PBID is spending these funds in a timely manner and is complying with applicable State laws and City policies. Any change in line-item expenditure and/or budget surplus will be approved by the DBA Board of Directors and submitted in the annual report, pursuant to Section 36650 of the State Law.

PBID Renewal

PBID funds may be used for renewing the district in 2037, or earlier if determined by the Board of Directors, to hire a consultant and pay the city administration fees to create a new management plan, initiate a petition drive, and assessment ballot initiative.

Bond Issuance

No bonds will be issued to finance improvements.

SECTION 5: ASSESSMENT METHODOLOGY

General

This Management District Plan provides for the levy of assessments for the purpose of providing improvements and activities that specially benefit real property in the PBID. These assessments are not taxes for the general benefit of the City but are assessments that convey special benefits to each individual assessed parcel for which the improvements and activities are provided.

Assessment Factors

The method used to determine proportional special benefits are measured by each parcel's lot square footage plus building square footage. Each parcel's proportional lot size and building square footage represents each parcel's proportional special benefit compared to other parcels within each respective benefit zone. Lot square footage is relevant to the best use of a property and will reflect the long term special benefit implications of the improvement district. Building square footage is relevant to the interim use of a property and is utilized to measure short and mid-term impacts.

Lot Square Footage Defined. Lot square footage is defined as the total amount of area within the borders of the parcel. The borders of a parcel are defined on the County Assessor parcel maps.

Building Square Footage Defined. Building square footage is defined as gross building square footage as determined by the outside measurements of a building.

Parcel Use Considerations

The methodology provides the following treatments for property used exclusively for residential, nonprofit and government, and parking structures:

- **Treatment of Residential Property:** Residential uses will fully benefit from the Clean, Safe and Beautiful services and will pay a full share of these services; however, Economic Development services will not benefit residential uses, and the residential rate is adjusted accordingly. The residential building square footage portion of commercial and mixed-use parcels will be subject to the adjusted residential assessment rate.
- **Assessment Policy on Nonprofit & Governmental Properties:** Properties that are exempt from property tax, including educational and governmental institutions, and nonprofit organizations (e.g. faith-based, low income housing, cultural, community services, etc.), will not benefit from increased commercial activity resulting from PBID services and thereby will receive reduced benefits from PBID services. An owner of real property located within the PBID boundaries may reduce their assessment if ALL the following conditions are met:
 1. The property owner is a nonprofit corporation that has obtained federal tax exemption under Internal Revenue Code section 501c3 or California franchise tax-exemption under the Revenue and Taxation Code Section 23701d.
 2. The class or category of real property has been granted an exemption, in whole or in part, from real property taxation.
 3. The nonprofit or governmental property owner occupies a majority of building square footage within the subject property.

4. The property owner makes the request in writing to the City of Berkeley prior to the submission of the PBID assessment rolls to the Alameda County Assessor (to accommodate periodic changes in ownership or use, on or before July 1 of each year), accompanied by documentation of the tax-exempt status of the property owner and the class or category of real property.
5. The City of Berkeley may verify the documentation of tax-exempt status and classification of the property for assessment purposes prior to submitting the assessments to the County Assessor.

If ALL of these conditions are met, the amount of the PBID assessment to be levied will be for three-quarters (75%) of the Clean, Safe and Beautiful services. In addition, these parcels will not benefit from the Economic Development services and thus will not be assessed for these services.

Treatment of Parking Structures: Parking structures receive different levels of benefit from PBID improvements and services based upon their use and ownership. Parking structures will be subject to one of the following methodologies:

- a. Parking structure square footage that is integrated within and/or dedicated to a building, has the same ownership as the building, and the building has uses in addition to parking where parking is just an ancillary use, does not receive benefit from the PBID services and therefore square footage of the parking structure will not be assessed.
- b. Stand-alone parking structures that are not ancillary to a building will receive the full benefit from PBID improvements and activities and will be assessed at standard assessment rates.

Benefit Units

Using the benefit zones and assessment factors described above we assign benefit units to each specially benefitted parcel. The total number of assessable Square Footage (SF) benefit units in the PBID are as follows:

Benefit Zone	Assessable Units
	Lot + Building SF
Premium Zone	
Commercial	6,208,030
Residential	2,630,490
Tax Exempt & Government	3,600,390
Total Premium Zone	12,438,910
Standard Zone	
Commercial	2,165,251
Residential	1,888,365
Tax Exempt & Government	1,840,319
Total Standard Zone	5,893,935
TOTAL:	18,332,845

Assessment Methodology

The proportionate special benefit each assessed parcel receives shall be determined in relationship to the entirety of the capital cost of the PBID improvements and activities. Due to the proportionate special benefits received by these individual parcels from the PBID services, these parcels will be assessed at a rate which is proportionate to the amount of special benefits received. Only special benefits are assessable, and these benefits must be separated from any general benefits. As required by the State Constitution Article XIID Section 4(a), the general benefits of an assessment district must be quantified and separated out so that the cost of the activities that are attributed to general benefit are deducted from the cost assessed against each specially benefitted parcel. General benefits are benefits from the PBID activities and improvements that are not special in nature, are not “particular and distinct” and are not over and above the benefits that other parcels receive. The attached Engineer’s Report has calculated that 2.0% of the PBID activities may be general in nature and will be funded from sources other than special assessments, see Section E of the Engineer’s Report for discussion of special and general benefits.

Calculation of Assessments

Based on the assessment budget, benefit zone, land use type, and assessable benefit units, all of which are discussed above, the following tables illustrate the maximum first year annual assessment per assessable benefit unit. Note, assessment rates are rounded off to the fourth decimal place and a parcel’s assessment may vary slightly when calculated using the assessment rates below.

Benefit Zone Adjustments: The assessments are adjusted to reflect anticipated service frequencies within each of two benefit zones:

- The Premium Zone, which includes the core of the PBID, provides a higher frequency of environmental enhancements.
- The Standard Zone, which includes areas on the periphery to the north, west and south, including the South Shattuck sub-area, offers a lower frequency of environmental enhancements.
- Commercial properties in both service areas will equally benefit from marketing, activation and economic development enhancements.

The resulting assessment calculation by service and benefit zone follows:

Assessment by Service	Per Sq.Ft. of Lot + Building
Clean, Safe and Beautiful: Premium Zone	\$ 0.2463
Clean, Safe and Beautiful: Standard Zone	\$ 0.1232
Marketing and Activation (commercial only)	\$ 0.0778

Assessments rates by Benefit Zone and land use type will not exceed the following amounts during the first year of the renewed PBID:

Assessment Rates	Per Sq.Ft. of Lot + Building
Premium – Commercial	0.3241
Premium – Residential	0.2463
Premium - Tax Exempt/Govt	0.1848
Standard – Commercial	0.2010
Standard – Residential	0.1232
Standard - Tax Exempt/Govt	0.0924

Premium Zone - Sample Parcel Assessments

Commercial Parcel Assessment

To calculate the assessment for a commercial parcel in the Premium Zone with 10,000 lot square feet + 7,500 building square feet, its total parcel assessment is calculated as follows:

$$(10,000 + 7,500) \times \$0.0.3241 = \\ \$5,671.75 \text{ total annual parcel assessment.}$$

Residential Parcel Assessment

To calculate the assessment for a residential parcel in the Premium Zone with 10,000 lot square feet + 7,500 building square feet, its total parcel assessment is calculated as follows:

$$(10,000 + 7,500) \times \$0.0.2463 = \\ \$4,310.25 \text{ total annual parcel assessment.}$$

Tax Exempt/Government Parcel Assessment

To calculate the assessment for a tax exempt/government parcel in the Premium Zone with 10,000 lot square feet + 7,500 building square feet, its total parcel assessment is calculated as follows:

$$(10,000 + 7,500) \times \$0.0.1848 = \\ \$3,234.00 \text{ total annual parcel assessment}$$

Standard Zone - Sample Parcel Assessments

Commercial Parcel Assessment

To calculate the assessment for a commercial parcel in the Standard Zone with 10,000 lot square feet + 7,500 building square feet, its total parcel assessment is calculated as follows:

$$(10,000 + 7,500) \times \$0.0.2010 = \\ \$3,517.50 \text{ total annual parcel assessment.}$$

Residential Parcel Assessment

To calculate the assessment for a residential parcel in the Standard Zone with 10,000 lot square feet + 7,500 building square feet, its total parcel assessment is calculated as follows:

$$(10,000 + 7,500) \times \$0.0.1232 = \\ \$2,156.00 \text{ total annual parcel assessment.}$$

Tax Exempt/Government Parcel Assessment

To calculate the assessment for a tax exempt/government parcel in the Standard Zone with 10,000 lot square feet + 7,500 building square feet, its total parcel assessment is calculated as follows:

$$(10,000 + 7,500) \times \$0.0924 =$$

\$1,617.00 total annual parcel assessment

Public Sector Participation

Existing City Services

The City Council, by adopting this plan, will confirm its intention to ensure an existing level of services in the District equivalent to the level that is being provided elsewhere in the City. Assessment funds will pay for services that are above and beyond those services provided by the City.

Rationale for Public Property Assessments

Proposition 218 states that no parcel is exempt from assessments if that parcel receives benefit from the improvements and activities. This includes government and Public use parcels. The City of Berkeley and any other government owned parcels within the PBID boundary will pay their assessment based on the special benefits conferred to those parcels. All publicly owned parcels specially benefit from the PBID activities as they make each assessed parcel cleaner, safer, more attractive, and economically vibrant. Specifically, these parcels specially benefit from: removing graffiti from their buildings, patrolling their sidewalks, connecting the homeless to available resources, cleaning up any debris or trash, pressure washing the sidewalks, beautifying the public right-of-ways, and increasing business development.

Therefore, government uses are assessed for the special benefits they receive from the PBID activities. The assessment methodology to allocate the cost of these improvements is consistent with all other land uses in the district: lot square footage plus building square footage as explained above.

Annual Assessment Adjustments

During the 10-year term assessments will be subject to an annual increase of up to 5% per year to address changes in the cost of providing services. Assessment budgets may also increase based on development in the PBID.

The Maximum Annual Assessments are shown below:

	Year 1	Year 2	Year 3	Year 4	Year 5
Premium: Commercial	\$0.3241	\$0.3404	\$0.3574	\$0.3752	\$0.3940
Premium: Residential	\$0.2463	\$0.2587	\$0.2716	\$0.2852	\$0.2994
Premium: Tax Exempt/Government	\$0.1848	\$0.1940	\$0.2037	\$0.2139	\$0.2246
Standard: Commercial	\$0.2010	\$0.2110	\$0.2216	\$0.2327	\$0.2443
Standard: Residential	\$0.1232	\$0.1293	\$0.1358	\$0.1426	\$0.1497
Standard: Tax Exempt/Government	\$0.0924	\$0.0970	\$0.1019	\$0.1069	\$0.1123

	Year 6	Year 7	Year 8	Year 9	Year 10
Premium: Commercial	\$0.4137	\$0.4344	\$0.4561	\$0.4789	\$0.5029
Premium: Residential	\$0.3144	\$0.3301	\$0.3466	\$0.3640	\$0.3822
Premium: Tax Exempt/Government	\$0.2358	\$0.2476	\$0.2600	\$0.2730	\$0.2866
Standard: Commercial	\$0.2565	\$0.2693	\$0.2828	\$0.2969	\$0.3118
Standard: Residential	\$0.1572	\$0.1651	\$0.1733	\$0.1820	\$0.1911
Standard: Tax Exempt/Government	\$0.1179	\$0.1238	\$0.1300	\$0.1365	\$0.1433

Economic Development & Placemaking Boost: To add economic development services focusing on storefront activation, placemaking and small business support to the PBID, the Owner's Association (i.e. Downtown Berkeley Association) may elect to boost the budget in any of the first three years of the PBID. The chart below illustrates the impact of this boost to the assessment rates, beginning in Year 2. *Note: Year 2 rates reflect both the maximum 5% increase plus the additional cost adding in economic development.*

	Year 1	Year 2	Year 3	Year 4	Year 5
Premium: Commercial	\$0.3241	\$0.3615	\$0.3796	\$0.3985	\$0.4185
Premium: Residential	\$0.2463	\$0.2634	\$0.2765	\$0.2904	\$0.3049
Premium: Tax Exempt/Government	\$0.1848	\$0.1975	\$0.2074	\$0.2178	\$0.2287
Standard: Commercial	\$0.2010	\$0.2298	\$0.2413	\$0.2534	\$0.2660
Standard: Residential	\$0.1232	\$0.1317	\$0.1383	\$0.1452	\$0.1524
Standard: Tax Exempt/Government	\$0.0924	\$0.0988	\$0.1037	\$0.1089	\$0.1143
	Year 6	Year 7	Year 8	Year 9	Year 10
Premium: Commercial	\$0.4394	\$0.4614	\$0.4844	\$0.5086	\$0.5341
Premium: Residential	\$0.3201	\$0.3361	\$0.3529	\$0.3706	\$0.3891
Premium: Tax Exempt/Government	\$0.2401	\$0.2521	\$0.2647	\$0.2779	\$0.2918
Standard: Commercial	\$0.2793	\$0.2933	\$0.3080	\$0.3233	\$0.3395
Standard: Residential	\$0.1601	\$0.1681	\$0.1765	\$0.1853	\$0.1946
Standard: Tax Exempt/Government	\$0.1200	\$0.1260	\$0.1324	\$0.1390	\$0.1459

PBID Guidelines

Time and Manner for Collecting Assessments

As provided by State Law, the District assessment will appear as a separate line item on annual property tax bills prepared by the County of Alameda. The City of Berkeley and/or the DBA may direct bill the first year's assessment for all property owners and may direct bill any property owners whose special assessment does not appear on the tax rolls for each year of the PBID term.

The assessments shall be collected at the same time and in the same manner as for the ad valorem property tax paid to the County of Alameda. These assessments shall provide for the same lien priority and penalties for delinquent payment as is provided for the ad valorem property tax.

However, assessments may be billed directly by the City for the first fiscal year of operation or for changes to assessments that occur during an assessment year and are prorated for a part of the year, and then by the County for all subsequent years. Any delinquent assessments owed for the first year will be added to the property tax roll for the following year as delinquent. These

assessments shall provide for the same lien priority and penalties for delinquent payment as is provided for the ad valorem property tax. The property owner means any person shown as the owner/taxpayer on the last equalized assessment roll or otherwise known to be the owner/taxpayer by the County. The City of Berkeley and/or the DBA is authorized to collect any assessments not placed on the County tax rolls, or to place assessments, unpaid delinquent assessments, or penalties on the County tax rolls as appropriate to implement this Management District Plan.

Disestablishment

State law provides for the disestablishment of a PBID pursuant to an annual process. The 30-day period begins each year on the anniversary day that the City Council first establishes the PBID. Within this annual 30-day period, if the owners of real property who pay more than 50% of the assessments levied submit a written petition for disestablishment, the PBID may be dissolved by the City Council. The City Council must hold a public hearing on the proposed disestablishment before voting on whether to disestablish the PBID.

Duration

The PBID will have a 10-year term commencing January 1, 2027, through December 31, 2036. Any major modifications or new or increased assessments during the term of the PBID that are not consistent with the provisions of the original Management District Plan will require a new mail ballot process.

Future Development

As a result of continued development, the PBID may experience the addition or subtraction of assessable footage for parcels included and assessed within the PBID boundaries. Parcels with a change in the building square or lot square footage need to provide notice of the change to the District by April 1st of each year. The future year's assessments will reflect the change.

Assessment Appeal Procedure

Property owners may appeal assessments that they believe are inaccurate. Appeals must be in writing, stating the grounds and providing proof of the appeal and filed with the DBA Board of Directors, serving as the Owners' Association prior to April 1 of each year. The Owners' Association shall review the appeal and will determine if the information provided warrants an adjustment to the assessment. Appeals shall be limited to the current assessment year. Any appeal not filed by April 1 shall not be valid. In any case, appeals will only be considered for the current year and will not be considered for prior years.

Implementation Timeline

The Downtown Berkeley PBID is expected to be renewed by July 2026 for inclusion of parcel assessments on the County of Alameda 2026/27 tax roll with an implementation date of the Management District Plan on January 1, 2027. Consistent with State law, the PBID will have a 10-year life through December 31, 2036.

SECTION 6: PBID GOVERNANCE

City Council

Following the submission of petitions from property owners representing more than 50% of the assessments to be paid, the City Council, upon holding a public hearing on the proposed PBID, may elect to renew the PBID. The PBID is renewed by a City Council resolution, including the levy of an assessment on property, if the assessment is first approved by parcel owners in a balloting process.

PBID Governance

The PBID Law establishes a governance framework that allows property owners who pay assessments the ability to determine how the assessments are used. This Management District Plan may be subject to changes if required by the state of California or the City of Berkeley.

The PBID shall continue to contract with the Downtown Berkeley Association (DBA), a nonprofit organization that acts as the Owners' Association and governing board for the PBID. The role of the Owners' Association is consistent with similar PBIDs and management organizations throughout California and the nation. The Owners' Association determines budgets, assessment adjustments and monitors service delivery. As part of the Management Plan, the nonprofit organization oversees the delivery of day-to-day PBID activities. The PBID Owners' Association Board of Directors will represent a cross section of property owners found throughout the district.

Brown Act & Public Records Act Compliance

The Owners' Association is subject to government regulations relating to transparency, namely the Ralph M. Brown Act and the California Public Records Act. These regulations are designed to promote public accountability. The Owners' Association must act as a legislative body under the Ralph M. Brown Act (Government Code §54950 et seq.). Thus, meetings of the Board of Directors of the Owners' Association and certain committees must be held in compliance with the public notice and other requirements of the Brown Act. The Owners' Association is also subject to the record keeping and disclosure requirements of the California Public Records Act.

Annual Report

The Owners' Association shall present an annual report at the end of each year of operation to the City Council pursuant to Streets and Highways Code §36650. The annual report is a prospective report for the upcoming year and must include:

1. Any proposed changes in the boundaries of the PBID or in any benefit zones or classification of property within the district;
2. The improvements, maintenance, and activities to be provided for that fiscal year;
3. The estimated cost of providing the improvements, maintenance, and activities to be provided for that fiscal year;
4. The method and basis of levying the assessment in sufficient detail to allow each real property owner to estimate the amount of the assessment to be levied against his or her property for that fiscal year;
5. The estimated amount of any surplus or deficit revenues to be carried over from a previous fiscal year; and
6. The estimated amount of any contributions to be made from sources other than assessments levied pursuant to this Plan.

SECTION 7: ASSESSMENT ROLL

The total assessment amount for FY 2026/27 is \$2,668,086 apportioned to each individual assessed parcel, as follows.

APN	Owner	Site Address	Parcel Assessment
057- -2016-021-01	1812 University Ave Llc	1812 University Ave	\$7,287.30
057- -2024-007-01	1935 Addison Street Llc	1935 Addison St	\$11,396.24
057- -2022-019-01	1950 Addison Apartment Joint Venture Llc	1950 Addison St	\$18,723.94
057- -2060-001-00	1950 Mlk Llc	1988 M L King Jr Way	\$26,799.47
057- -2046-001-00	1951 Shattuck Llc	2108 Berkeley Way	\$50,960.22
057- -2053-002-00	1974 Shattuck Avenue Llc	1974 Shattuck Ave	\$2,933.54
057- -2026-007-02	2000 Center Street Llc	2175 Milvia St	\$20,253.74
057- -2023-013-00	2001 Center Street Llc	2001 Center St	\$14,151.33
057- -2025-002-00	2008 Shattuck Avenue Llc	2008 Shattuck Ave	\$6,424.61
055- -1894-014-03	2025 Durant Avenue Llc	2025 Durant Ave	\$15,301.78
055- -1894-015-01	2028 Bancroft Way Llc	2028 Bancroft Way	\$5,021.84
057- -2025-017-03	2054 University Llc	2054 University Ave	\$12,025.89
057- -2024-013-00	2099 Mlk Owner Llc	2099 M L King Jr Way	\$11,187.84
057- -2023-001-00	2100 Shattuck Ave Lp	2104 Shattuck Ave	\$17,382.11
057- -2030-001-00	2108 Allston Llc	2108 Allston Way	\$14,250.19
057- -2029-013-00	2110 Kittredge Llc	2110 Kittredge St	\$12,286.76
055- -1893-007-01	2124 Bancroft Way Llc	2124 Bancroft Way	\$9,044.67
055- -1893-006-01	2125 Durant Avenue Llc	2125 Durant Ave	\$481.53
057- -2031-011-00	2130 Center Llc	2130 Center St	\$8,329.31
057- -2029-017-00	2176 Kittredge Owner Llc	2150 Kittredge St 100-728	\$53,588.44
057- -2029-018-00	2176 Kittredge Owner Llc	2146 Kittredge St	\$5,162.38
057- -2029-019-00	2176 Kittredge Owner Llc	2146 Kittredge St	\$341.65
057- -2028-003-00	2274 Shattuck Qozb Llc	2274 Shattuck Ave	\$18,650.18
055- -1894-017-04	2322 Shattuck Avenue Llc	2300 Shattuck Ave	\$24,669.30
055- -1896-004-00	2420 Shattuck Avenue Llc	2428 Shattuck Ave	\$1,619.24
055- -1896-004-00	2420 Shattuck Avenue Llc	2428 Shattuck Ave	\$1,619.24
055- -1896-003-00	2420 Shattuck Llc	2420 Shattuck Ave	\$2,081.88
055- -1896-003-00	2420 Shattuck Llc	2420 Shattuck Ave	\$2,081.88
055- -1822-005-00	2524 Shattuck Blake Llc	2524 Shattuck Ave	\$2,155.23
057- -2024-010-02	384 Promenade Llc & Wpg Promenade Llc Etal	1936 University Ave	\$13,038.13
057- -2023-014-00	440 Jackson Street Llc	2115 Milvia St	\$6,387.34
057- -2060-046-00	Acampora Rose Tr	1801 University Ave 309	\$239.33
057- -2033-004-00	Addison Building Llc	2044 Kala Bagai Way	\$7,841.14
057- -2022-014-01	Addison Llc	1912 Addison St	\$1,277.94
057- -2060-041-00	Albanese Andres & Celina	1801 University Ave 407	\$239.33
057- -2030-010-00	Amherst Ventures Llc	2231 Shattuck Ave	\$8,559.70
057- -2050-031-01	Amistad House Llc	1810 Shattuck Ave	\$6,581.98
055- -1821-026-00	Ampri Investments Inc	2030 Blake Stc	\$308.55
055- -1821-027-00	Ampri Investments Inc	2030 Blake Stb	\$307.94
057- -2028-013-00	Aochi Fusako J Tr	2000 Kittredge St	\$4,612.95
057- -2030-008-00	Aquarius Twins Inc	2117 Kittredge St	\$3,268.06

APN	Owner	Site Address	Parcel Assessment
057- -2031-008-00	Arding Jon D Tr & Martin David	2171 Shattuck Ave	\$5,733.85
057- -2060-050-03	Arefi Ehsan & Arefy Katrin Tr	1809 University Ave	\$528.96
057- -2032-018-00	Arlington Investment Co	134 Berkeley Sq	\$1,420.42
057- -2059-007-00	Ayyad Fred & Mona	1929 University Ave	\$1,824.43
055- -1893-013-00	Baker Edward Tr	2327 Shattuck Ave	\$410.19
057- -2032-016-00	Bancroft Susan E Trust	2115 Shattuck Ave	\$1,964.66
055- -1894-016-00	Bancroft Way Properties Llc	2030 Bancroft Way	\$1,547.08
057- -2032-022-00	Bank Of America	2129 Center St	\$2,379.25
055- -1821-025-00	Belgrove Angela M & Swinderman Eric G	2030 Blake Std	\$826.75
057- -2016-025-01	Berkeley Chamber Of Com	1834 University Ave	\$1,263.78
057- -2032-021-00	Berkeley Downtown Hotel Owner	2121 Center St	\$99,598.04
055- -1824-015-00	Berkeley Free Market Llc	2567 Shattuck Ave	\$6,792.89
057- -2028-011-00	Berkeley Inn Llc	2001 Bancroft Way	\$4,746.18
057- -2025-024-00	Berkeley Joint Powers Financin	2015 Addison St	\$15,776.13
057- -2029-004-00	Berkeley Lodge No 270 I O O F	2288 Fulton St	\$6,066.58
057- -2049-037-00	Berkeley Lofts Llc	1849 Shattuck Ave C1	\$139.07
057- -2049-038-00	Berkeley Lofts Llc	1849 Shattuck Ave C2	\$394.51
057- -2025-005-03	Berkeley Repertory Theatre	2071 Addison St	\$1,724.39
057- -2025-008-00	Berkeley Repertory Theatre	2025 Addison St	\$5,536.22
057- -2025-023-00	Berkeley Repertory Theatre	2009 Addison St	\$9,896.06
057- -2023-021-02	Berkeley Traditional Music Fou	2026 Addison St	\$2,811.90
057- -2023-021-03	Berkeley Traditional Music Fou	2020 Addison St	\$3,082.21
055- -1894-007-02	Berkeley Unified School District	2000 Bancroft Way	\$3,427.90
057- -2020-004-00	Berkeley Unified School District	1980 Allston Way	\$4,424.23
057- -2020-005-03	Berkeley Unified School District	2223 M L King Jr Way	\$26,213.08
055- -1822-009-01	Berkeley Vqof li Spe Llc	2035 Blake St	\$14,388.08
057- -2032-010-00	Bettencourt Charles A & Jeanne K Trs	2109 Kala Bagai Way	\$8,363.33
057- -2060-023-00	Biggs Ralph E	1801 University Ave 401	\$239.33
055- -1821-024-02	Blake Street Sfc Llc & Blake S	2034 Blake St	\$4,864.15
057- -2023-004-00	Bolibokka Shattuck Llc	2144 Shattuck Ave	\$30,688.06
057- -2027-012-00	Bpr Properties Berkeley Llc	2060 Allston Way C	\$40,805.37
057- -2049-030-00	Brooks Jody & Wigginn Annette	1849 Shattuck Ave 406	\$120.83
057- -2060-050-01	Browning Robert P & Maio Linda R Trs	1801 University Ave A	\$723.50
055- -1892-001-01	Buddhist Churches Of America	2140 Durant Ave	\$5,231.09
057- -2022-008-00	Butler Larry Tr	1907 Center St	\$1,893.20
057- -2023-003-00	C & V Shattuck Llc	2120 Shattuck Ave	\$2,133.54
057- -2031-009-00	C S Company	2161 Shattuck Ave	\$14,069.64
055- -1895-041-00	Ca Ag Logan Park Property Owner	2352 Shattuck Ave	\$31,450.15
055- -1895-042-00	Ca Ag Logan Park Property Owner Phase Ii Llc	2370 Shattuck Ave	\$16,224.36
057- -2027-011-00	Ca Student Living Berkeley Llc	2070 Allston Way	\$14,452.14
057- -2034-007-00	Calif State Empl Cr Un	2033 Kala Bagai Way	\$2,037.92
057- -2028-014-02	California Community Housing Agency	2022 Kittredge St	\$41,395.10
055- -1893-011-00	California First Bank	2107 Durant Ave	\$1,306.32
055- -1893-012-00	California First Bank	2333 Shattuck Ave	\$5,505.05
057- -2060-030-00	Caloca Rosa N Tr	1801 University Ave 204	\$239.33
057- -2029-015-00	Carlson Susan Tr	2138 Kittredge St	\$3,021.48
057- -2030-003-00	Cerfam Llc	2134 Allston Way	\$3,154.61

APN	Owner	Site Address	Parcel Assessment
055- -1891-012-00	Chan Kum L & Andrew Trs & Chan Kum L & Andrew Trs	2429 Shattuck Ave	\$5,912.41
057- -2060-040-00	Chang Andy T & Terry L Etal	1801 University Ave 307	\$239.33
057- -2032-012-00	Cheng Frank & Dorothy	2112 Addison St	\$5,970.81
057- -2016-003-00	Cheng Te C Tr	2070 M L King Jr Way	\$992.81
057- -2060-028-00	Chua Shirley C & Suisuilyn	1801 University Ave 303	\$239.33
057- -2017-016-01	City Of Berkeley	2100 M L King Jr Way	\$25,326.87
057- -2021-001-00	City Of Berkeley	2180 Milvia St	\$21,423.76
057- -2021-002-00	City Of Berkeley	0 Center St	\$22,561.90
057- -2022-006-00	City Of Berkeley	1947 Center St	\$12,461.49
057- -2022-020-00	City Of Berkeley	0 Center St	\$5,341.94
057- -2023-020-03	City Of Berkeley	2025 Center St	\$52,152.34
057- -2028-005-00	City Of Berkeley	2031 Bancroft Way	\$4,077.43
057- -2028-017-01	City Of Berkeley	2090 Kittredge St	\$18,502.30
057- -2118-001-00	City Of Berkeley	2200 Fulton St	\$0.00
057- -2119-001-00	City Of Berkeley	2200 Fulton Sta	\$10,484.16
057- -2122-001-00	City Of Berkeley	2012 Berkeley Way	\$13,704.20
057- -2122-002-00	City Of Berkeley	Berkeley Way	\$604.36
057- -2122-003-00	City Of Berkeley	2020 Berkeley Way	\$1,827.76
057- -2031-001-01	Core Berkeley Oxford Llc	2128 Oxford St	\$6,454.76
057- -2031-013-00	Core Berkeley Oxford Llc	2142 Center St	\$11,144.53
057- -2031-014-00	Core Berkeley Oxford Llc	2136 Center St	\$3,740.34
057- -2060-026-00	Corr James C & Michaels Mary F Trs	1801 University Ave 402	\$239.33
055- -1895-019-01	Cpf Berkeley Varsity Llc	2024 Durant Ave	\$12,109.95
055- -1822-003-02	Creston Developments Llc	2514 Shattuck Ave	\$2,279.24
057- -2026-013-00	Csq Fee Owner Ca Llc	2168 Shattuck Ave	\$17,584.06
057- -2023-026-00	Cvbaq Acq Llc	2055 Center St	\$52,993.72
057- -2049-021-00	Dang Dennis H	1849 Shattuck Ave 403	\$120.83
057- -2120-001-00	David Brower Center	2150 Allston Way	\$9,069.43
057- -2049-020-00	Delbonta Matthew A & Bell Jennifer M	1849 Shattuck Ave 303	\$120.83
057- -2026-004-12	Dun Sherman S & Katherine Y Etal	2068 Center St	\$2,814.25
055- -1892-015-00	Durant Berkeley Partners Lp	2367 Shattuck Ave	\$2,226.18
055- -1892-016-00	Durant Berkeley Partners Lp	2349 Shattuck Ave	\$3,762.22
057- -2031-003-00	Dwf Vi Vmg Allston Llc	2161 Allston Way	\$14,237.82
055- -1893-005-03	Dwf Vi Vmg Stadium Llc	2310 Fulton St	\$12,934.72
055- -1890-012-01	Dwight Way Residential Property Owner Llc	2121 Dwight Way	\$15,909.79
057- -2024-004-00	East Bay Media Center	1939 Addison St	\$780.71
057- -2024-008-01	East End Investors Group Inc	1950 University Ave	\$5,233.34
055- -1892-013-01	Eastborough Properties Lp	2399 Shattuck Ave	\$6,741.44
057- -2053-003-01	Fifth Keil Co	1998 Shattuck Ave	\$6,656.06
057- -2053-003-02	Fifth Keil Co	1984 Shattuck Ave	\$1,440.51
055- -1894-006-00	Figueroa Josefina D & Xavier M	2017 Durant Ave	\$1,277.82
057- -2022-003-01	First Milvia Llc	2108 Milvia St	\$1,396.76
057- -2022-017-01	First Milvia Llc	2100 Milvia St	\$17,855.05
057- -2026-002-01	First Shattuck Llc	2150 Shattuck Ave	\$60,078.24
057- -2026-005-01	First Shattuck Llc	2043 Allston Way	\$7,216.51
057- -2026-012-03	First Shattuck Llc	2052 Center St	\$40,491.27

APN	Owner	Site Address	Parcel Assessment
057- -2028-002-00	Fu Jihwa & Ji H Trs Fujikawa Mark A & Georgia Trs & Chun S R & Do	2270 Shattuck Ave	\$2,800.96
055- -1896-002-00	Etal	2414 Shattuck Ave	\$466.86
057- -2049-040-00	Gedr Hillside Llc	2102 Delaware St	\$6,978.44
055- -1895-015-01	Genirberg Siblings Llc	2000 Durant Ave	\$6,186.83
057- -2049-022-00	Giebeler Persis A	1849 Shattuck Ave 204	\$120.83
057- -2049-026-00	Gilmour Susan R & Thomas S	1849 Shattuck Ave 305	\$120.83
055- -1825-015-02	Global Alliance For Progress Llc	2621 Shattuck Ave	\$9,711.42
055- -1825-019-00	Global Alliance For Progress Llc	2609 Shattuck Ave	\$4,319.71
057- -2034-009-00	Golden Ca Property 1 Llc	2017 Kala Bagai Way	\$2,306.64
055- -1892-014-00	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2375 Shattuck Ave	\$1,176.30
055- -1897-006-00	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2450 Shattuck Ave	\$5,637.29
057- -2024-021-01	Gordon John K & Mitchell Janis L Trs & Gordon Etal	1952 University Ave	\$5,731.15
057- -2025-005-02	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2024 Shattuck Ave	\$7,622.02
057- -2025-006-00	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2036 Shattuck Ave	\$10,911.47
057- -2025-019-00	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2058 University Ave	\$5,472.92
057- -2025-022-00	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2014 Shattuck Ave	\$2,133.54
057- -2029-011-00	Gordon John K & Mitchell Janis L Trs & Gordon Etal	2277 Shattuck Ave	\$2,999.67
057- -2025-004-00	Gordon John K & Mitchell Janis Trs & Gordon M Etal	2020 Shattuck Ave	\$3,873.24
057- -2030-011-00	Gordon John K & Mitchell Janis Trs & Gordon M Etal	2225 Shattuck Ave	\$1,388.33
057- -2053-004-02	Gordon John K & Mitchell Janis Trs & Gordon M Etal	2071 University Ave	\$3,436.62
057- -2049-029-00	Gottlieb Sharona D	1849 Shattuck Ave 306	\$120.83
057- -2024-015-03	Greenlining Institute	1916 University Ave	\$3,191.12
057- -2029-012-00	H Drake Corporation	2271 Shattuck Ave	\$3,312.79
055- -1821-028-00	Ha Yangwon K	2030 Blake Sta	\$334.42
057- -2016-027-02	Hadjian Simin & Payvand Etal	1840 University Ave	\$4,291.98
057- -2060-036-00	Hammond Lucia Tr	1801 University Ave 206	\$239.33
057- -2059-006-00	Han Chang S & Yoon J	1941 University Ave	\$2,403.84
057- -2060-043-00	Hart Elizabeth	1801 University Ave 308	\$239.33
057- -2027-002-02	Head Lama Tibetan Nyingma Meditation Center	2210 Harold Way	\$2,307.68
057- -2027-002-03	Head Lama Tibetan Nyingma Meditation Center	2018 Allston Way	\$7,728.24
057- -2027-004-00	Head Lama Tibetan Nyingmapa Meditation Center	2222 Harold Way	\$10,137.92
057- -2060-037-00	Hernandez Karyn L	1801 University Ave 306	\$239.33
057- -2031-006-00	Hirahara Family Limited Partnership	2187 Shattuck Ave	\$7,306.30
057- -2027-010-00	Hsr Berkeley Investments Llc	2060 Allston Way A	\$40,899.38
057- -2049-015-00	Hu Victoria L	1849 Shattuck Ave 401	\$120.83
057- -2059-010-00	Hultgren Robert P & Susan S Trs	1909 University Ave	\$1,941.80
057- -2049-019-00	Huynh Matthew & Regina Trs	1849 Shattuck Ave 203	\$120.83
057- -2032-015-00	Janta Realty Inc & Batra Manjul Tr	2100 Kala Bagai Way	\$2,018.47
055- -1894-002-00	Jindo Ventures Llc	2037 Durant Ave	\$5,162.19
057- -2053-001-00	Jlljar Llc	1950 Shattuck Ave	\$4,399.01
055- -1821-003-00	Johnston Stewart L	2558 Shattuck Ave	\$2,410.27
055- -1821-004-00	Johnston Stewart L	2576 Shattuck Ave	\$1,385.91
057- -2025-013-01	K & M 2000 University Llc	2000 University	\$12,871.01
057- -2032-011-00	K K & C Holdings Llc	2101 Kala Bagai Way	\$5,326.72
057- -2049-023-00	Kalofonos Angeliki & Maria S	1849 Shattuck Ave 304	\$120.83
057- -2025-016-00	Kam Yiu Lam & Shun To Lo Lam Lp	2042 University Ave	\$4,722.57

APN	Owner	Site Address	Parcel Assessment
057- -2060-006-00	Kami Barry G & Cathy J Trs	1813 University Ave	\$2,716.95
057- -2060-004-00	Kang Bu U & Jeong H Trs & Kang Phillip T	1823 University Ave	\$2,111.62
057- -2060-005-00	Kang Bu U & Jeong H Trs & Kang Phillip T	1821 University Ave	\$1,681.14
057- -2032-019-00	Kaplan Educational Centers Inc	2144 Kala Bagai Way	\$5,011.98
057- -2031-002-00	Kashani Nasser & Pamela L Trs	2171 Allston Way	\$12,712.64
057- -2060-031-00	Keas Mabel E	1801 University Ave 304	\$239.33
057- -2060-044-00	Kehret Joseph G	1801 University Ave 408	\$239.33
057- -2060-050-05	Kennedy Patrick C & Julie M Trs	1805 University Ave	\$127.62
057- -2060-050-06	Kennedy Patrick C & Julie M Trs	1807 University Ave	\$136.26
057- -2060-050-07	Kennedy Patrick C & Julie Trs	1807 University Ave A	\$40.40
057- -2049-034-00	Kho Eric L	1849 Shattuck Ave 208	\$120.83
057- -2053-005-00	KI2067 University Llc	2067 University Ave	\$9,250.33
057- -2060-003-00	Klatt Thomas E	1849 University Ave	\$2,520.20
057- -2030-012-00	Kooyman Steven P& Susan J Trs	2219 Shattuck Ave	\$3,244.07
057- -2049-016-00	Lai Roger Y	1849 Shattuck Ave 202	\$120.83
055- -1896-005-00	Lair Qozb Llc	2440 Shattuck Ave	\$9,389.19
055- -1893-015-01	Lakireddy Prasad R & Santi	2323 Shattuck Ave	\$5,750.42
057- -2024-018-01	Lakireddy Prasad R & Santi	1942 University Ave	\$7,100.98
055- -1897-002-00	Lakireddy Prasad R & Santi & Hanimireddy	2484 Shattuck Ave	\$11,569.62
057- -2059-008-00	Lam Pauline P Etal	1921 University Ave	\$1,600.75
057- -2023-012-00	Language Studies Inc	2015 Center St	\$5,668.38
057- -2025-001-00	Lauson Llc	2000 Shattuck Ave	\$8,822.98
057- -2024-011-00	Lee Sang H & Chung Eunjung	1915 Addison St	\$2,652.64
057- -2049-017-00	Lhakey Pema	1849 Shattuck Ave 302	\$120.83
057- -2060-022-00	Lin Diana M Tr	1801 University Ave 301	\$239.33
057- -2060-024-00	Lin Diana M Tr	1801 University Ave 202	\$239.33
057- -2026-004-05	Lmp Shattuck Property Owner Llc	2190 Shattuck Ave	\$24,100.73
057- -2034-010-00	Lore Bca 2120 L P	2015 Kala Bagai Way	\$20,408.03
057- -2060-032-00	Lyon David	1801 University Ave 404	\$239.33
057- -2031-004-00	Magnes Museum Foundation	2121 Allston Way	\$8,259.25
057- -2053-012-00	Mahrat Abdul & Reem Trs	1949 Milvia St	\$3,452.35
057- -2025-010-01	Maia Holdings Llc	2001 Addison St	\$14,342.58
057- -2060-034-00	Mak Kwan & Lishan	1801 University Ave 305	\$239.33
057- -2050-005-00	Malin Robert O Inc	1848 Shattuck Ave	\$1,593.72
057- -2049-014-00	Mamin Adrienne & Mamin Harry J & Marjorie Trs	1849 Shattuck Ave 301	\$120.83
057- -2060-025-00	Mao Yuli	1801 University Ave 302	\$239.33
057- -2031-005-00	Martin David J & Reid B Etal	2115 Allston Way	\$2,915.39
057- -2051-053-00	Martin Reid & John	1912 Shattuck Ave	\$961.66
057- -2031-007-00	Martin Reid B & David R Etal	2181 Shattuck Ave	\$3,312.47
057- -2051-004-00	Martin Reid B & David R Etal	1920 Shattuck Ave	\$1,266.33
057- -2046-008-04	Mcref Achenson Llc	2125 University Ave	\$49,309.36
057- -2046-011-01	Mcref Achenson Llc	1987 Shattuck Ave	\$22,092.08
057- -2046-009-00	Mcref Bachenheimer Llc	2119 University Ave	\$15,197.58
057- -2049-036-00	Mejia Cesar A	1849 Shattuck Ave 408	\$120.83
057- -2123-001-00	Mevlanarumi Llc	2025 Kala Bagai Way	\$7,201.14
057- -2033-001-01	Mgm Shattuck Llc	2000 Kala Bagai Way	\$11,051.50
057- -2023-016-01	Milvia Berkeley Llc	0 Milvia St	\$2,353.64

APN	Owner	Site Address	Parcel Assessment
055- -1822-002-01	Mmp Chestnut Llc	2506 Shattuck Ave	\$1,625.67
057- -2016-002-00	Moaven Saggi Tr	2054 M L King Jr Way	\$464.37
057- -2051-006-01	Moran Everett S Jr & Catharine Trs	1936 Shattuck Ave	\$3,000.53
055- -1821-001-01	Natural Green Corporation	2550 Shattuck Ave	\$5,638.90
057- -2051-005-00	Nineteen Hundred Twenty Six Shattuck Investors	1926 Shattuck Ave	\$1,222.52
057- -2049-031-00	Niramol Chitrcharatn 2016 Living Trust	1849 Shattuck Ave 207	\$120.83
057- -2049-032-00	Nisen Frederick P	1849 Shattuck Ave 307	\$120.83
057- -2024-014-00	Norcal Properties Llc	1900 University Ave	\$5,015.38
057- -2016-024-01	Ohay Philip L & Barbara L Trs	1824 University Ave	\$4,176.22
057- -2034-006-00	Okada Bros Inc	2037 Kala Bagai Way	\$9,659.93
057- -2120-002-00	Oxford Commercial Llc	2200 Fulton St C	\$11,452.47
057- -2121-001-00	Oxford Plaza Lp	2175 Kittredge St	\$30,226.15
057- -2016-018-01	P P M&B Berkeley Llc	1800 University Ave	\$3,414.73
055- -1893-019-00	P T & T Co 279-1-12-6	0 Durant Ave	\$21,627.71
055- -1893-020-00	P T & T Co 279-1-1-4	0 Bancroft Way	\$1,306.32
055- -1820-001-01	Parkershattuck Owner Llc	2600 Shattuck Ave	\$27,452.95
055- -1821-005-00	Parkershattuck Owner Llc	2598 Shattuck Ave	\$5,642.12
057- -2028-004-00	Pasand Courtyard Llc	2276 Shattuck Ave	\$15,088.12
057- -2060-048-00	Pathmarajah Canagaratnam Tr	1801 University Ave 210	\$239.33
057- -2029-014-00	Peleg Yoram & Barbara L Trs & Weil Ben	2124 Kittredge St	\$3,999.66
057- -2022-005-01	Peralta Community College District	2118 Milvia St	\$6,590.29
057- -2026-010-00	Peralta Community College District	2016 Center St	\$1,801.43
057- -2026-014-00	Peralta Community College District	2048 Center St	\$34,169.97
055- -1894-003-01	Persian Center	2029 Durant Ave	\$1,303.68
057- -2025-021-00	Reddy Hanumandla J & Hanumandla J Trs	2066 University Ave	\$7,388.03
057- -2053-006-00	Reddy Hanumandla J & Hanumandla J Trs	2057 University Ave	\$7,772.75
057- -2046-002-00	Regency 2120 Berkeley Way Llc	2120 Berkeley Way	\$10,848.73
055- -1891-014-01	Regents Of The University Of California	2401 Shattuck Ave	\$8,629.70
057- -2029-007-02	Regents Of The University Of California	2113 Bancroft Way	\$6,014.39
057- -2029-009-00	Regents Of The University Of California	2105 Bancroft Way	\$15,062.19
057- -2032-014-01	Regents Of The University Of California	2120 Oxford St	\$18,817.69
057- -2034-003-00	Regents Of The University Of California	0 Addison St	\$1,019.89
057- -2034-004-00	Regents Of The University Of California	2123 Addison St	\$337.75
057- -2034-011-00	Regents Of The University Of California	2138 University Ave	\$978.87
057- -2034-012-00	Regents Of The University Of California	2154 University Ave	\$2,553.42
057- -2034-014-02	Regents Of The University Of California	2199 Addison St	\$92.57
057- -2034-014-03	Regents Of The University Of California	2199 Addison St	\$9,291.89
057- -2045-006-01	Regents Of The University Of California	1950 Oxford St	\$90,499.79
057- -2047-004-00	Regents Of The University Of California	1900 Oxford St	\$51,069.17
057- -2054-012-01	Regents Of The University Of California	1995 University Ave	\$22,423.97
057- -2023-023-00	Rilco Addison Llc	2030 Addison St	\$14,722.15
057- -2023-024-00	Rilco Addison Llc	2040 Addison St	\$6,314.40
057- -2023-025-00	Ruegg & Ellsworth	2072 Addison St	\$16,715.52
057- -2049-033-00	Ryu David J & Wu Christina L Trs	1849 Shattuck Ave 407	\$120.83
055- -1895-018-01	Satellite First Communities L P	2020 Durant Ave	\$3,724.07
057- -2049-028-00	Schirle Ann M Tr	1849 Shattuck Ave 206	\$120.83
055- -1893-016-00	Seegerberg Kenneth Tr	2301 Shattuck Ave	\$3,053.99

APN	Owner	Site Address	Parcel Assessment
057- -2024-016-02	Severy Michelle A Tr & Aaronia Michael Jr Tr	1926 University Ave	\$763.85
057- -2022-009-02	Shamszad Sasha G & Merideth B Trs	2105 M L King Jr Way	\$3,397.45
057- -2022-013-04	Shamszad Sasha G & Merideth B Trs	1900 Addison St	\$5,147.12
057- -2024-002-02	Shamszad Sasha G & Merideth B Trs	2020 Milvia St	\$11,473.95
057- -2033-003-00	Shamszad Sasha G & Merideth B Trs	2021 Shattuck Ave	\$9,060.59
057- -2049-024-00	Sharma Gauri Tr	1849 Shattuck Ave 404	\$120.83
055- -1891-013-01	Shattuck Senior Homes Associates	2421 Shattuck Ave	\$1,984.96
055- -1897-001-03	Shattuck Wicks Partnership Ltd	2480 Shattuck Ave	\$3,591.59
055- -1822-006-00	Shen Tsui Y & Wu Yeu B	2530 Shattuck Ave	\$2,089.92
057- -2060-038-00	Shoji Joseph	1801 University Ave 406	\$239.33
057- -2016-022-00	Shree Laxmi Llc	1822 University Ave	\$4,601.88
057- -2053-014-02	Shrimatis Limited Inc	2011 University Ave	\$2,915.06
057- -2060-045-00	Sikaffy Amal	1801 University Ave 209	\$239.33
057- -2049-013-00	Song Jia Y	1849 Shattuck Ave 201	\$120.83
055- -1824-016-00	Southwick Timothy K & Susan E Trs	2555 Shattuck Ave	\$1,721.54
055- -1892-018-01	Southwick Timothy K & Susan E Trs	2110 Durant Ave	\$3,918.97
055- -1896-001-00	Southwick Timothy K & Susan E Trs	2410 Shattuck Ave	\$4,466.63
057- -2060-002-00	Southwick Timothy Sr & Susan Trs	1865 University Ave	\$3,776.28
057- -2023-017-01	Sterling Berkeley Addison L P	2101 Milvia St	\$8,988.01
057- -2030-002-00	Sterling Berkeley Allston Lp	2116 Allston Way	\$24,874.12
055- -1890-013-02	Sterling Berkeley Haste Lp	2451 Shattuck Ave	\$17,299.51
057- -2047-002-01	Sterling Berkeley Oxford Lp	1910 Oxford St	\$7,377.36
057- -2025-014-00	Sterling Berkeley University Ave Lp	2004 University Ave	\$9,467.45
057- -2024-001-02	Stonefire Partners Llc	1974 University Ave	\$20,160.17
055- -1823-011-01	Sutter Bay Hospitals	2104 Dwight Way	\$3,892.39
057- -2060-035-00	Swanson Linda L	1801 University Ave 405	\$239.33
057- -2049-025-00	Sweeney Zephyr & Dennis A	1849 Shattuck Ave 205	\$120.83
057- -2060-042-00	Szabo Marshika L	1801 University Ave 208	\$239.33
057- -2053-008-01	Talai Mohammad E & Kokab S Trs & Kashani Mans	2035 University Ave	\$7,145.52
057- -2060-033-00	Tavakolizadeh Mehdi	1801 University Ave 205	\$239.33
055- -1824-014-00	Thallaug Kirsten Tr & Thallaug Haakon E	2105 Parker St	\$5,204.00
057- -2060-027-00	Thevanayagam Sabanayagam & Vasuki Etal	1801 University Ave 203	\$239.33
057- -2060-049-00	Thomas Herb Tr	1801 University Ave 310	\$239.33
057- -2049-018-00	Tiphane Bibiane Tr	1849 Shattuck Ave 402	\$120.83
057- -2051-051-00	Tipping Zeniada L Tr	1900 Shattuck Ave	\$2,381.87
057- -2051-052-00	Tipping Zeniada L Tr	1908 Shattuck Ave	\$1,240.41
057- -2053-007-00	Trilink Real Estate Investment & Development Inc	2041 University Ave	\$9,863.18
057- -2025-015-00	U C Studios Lp	2018 University Ave	\$16,603.49
057- -20270-05-00	United States Postal Service	0 Milvia St	\$15,687.63
057- -2060-047-00	Vajjravel Muralli & Rajalakshmi Hema	1801 University Ave 409	\$239.33
057- -2024-012-00	Vedensky Properties Llc	1911 Addison St	\$3,401.27
055- -1893-018-00	Vero Properties Llc	2126 Bancroft Way	\$1,316.99
057- -2051-007-00	Vinland Property Invetment Llc	2053 Berkeley Way	\$1,503.06
057- -2060-039-00	Wagele Nicholas	1801 University Ave 207	\$239.33
057- -2028-012-00	Wander Robert H & Ingrid	2235 Milvia St	\$845.90
057- -2030-009-00	Wise Stanley & Wise Addington L Jr Heirs Of E Etal	2115 Kittredge St	\$8,736.44
055- -1822-001-00	Wong Franklin & Pui T Etal	2500 Shattuck Ave	\$2,250.25

APN	Owner	Site Address	Parcel Assessment
057- -2060-029-00	Wong Mei L & Kuochen	1801 University Ave 403	\$239.33
057- -2031-010-00	Wu Shu F Tr	2124 Center St	\$4,523.16
057- -2049-027-00	Yang Judy C Tr & Yang Lucinda Etal	1849 Shattuck Ave 405	\$120.83
057- -2034-005-00	Yaniv Gershon Tr & Nevo Dalia Tr	2119 Addison St	\$7,096.60
057- -2059-011-00	Yearwood Ines L & Kahlil & Rodriguez R U Trs Etal	1901 University Ave	\$2,012.08
057- -2053-011-00	Yee David	2017 University Ave	\$4,504.68
057- -2060-021-00	Yeh Jeng R & Yang Chingmei Trs	1801 University Ave 201	\$239.33
057- -2029-010-02	Young James C & Eddie Jr	2281 Shattuck Ave	\$1,262.88
057- -2029-010-01	Young James C & Young Eddie Jr	2283 Shattuck Ave	\$945.86
057- -2022-018-00	Young Mens Christian Association Of The East Bay	2109 M L King Jr Way	\$2,508.98
057- -2026-015-00	Young Mens Christian Association Of The East Bay	2001 Allston Way	\$25,378.05
057- -2049-035-00	Yu David T & Lisa L Trs	1849 Shattuck Ave 308	\$120.83
055- -1893-001-00	Yu Inn N Tr	2190 Bancroft Way	\$2,641.59
055- -1822-004-00	Yu Wah Y & Rui C Trs	2520 Shattuck Ave	\$964.67
057- -2059-009-00	Z & L Pm Llc	1915 University Ave	\$1,933.96
057- -2023-002-00	Zac Enterprise Llc	2116 Shattuck Ave	\$1,769.85
TOTAL:			\$2,668,086.26

**PETITION TO RENEW THE
DOWNTOWN BERKELEY
PROPERTY-BASED BUSINESS IMPROVEMENT DISTRICT**
(Pursuant to Sec. 36600 et seq. of the Calif. Streets and Highway Code)

This is a petition to initiate special assessment proceedings to renew the Property-based Business Improvement District (PBID) in accordance with the Property and Business Improvement District Law of 1994, California Streets and Highways Code Sections 36600 et seq., for the purpose of undertaking and implementing the Management District Plan, a summary of which is attached.

Legal Owner: City Of Berkeley
Owner % of Total Assessment: 7.06%

APN:	Parcel Address (if known)	2027 Parcel Assessment
057- -2017-016-01	2100 M L King Jr Way	\$25,326.87
057- -2021-001-00	2180 Milvia St	\$21,423.76
057- -2021-002-00	0 Center St	\$22,561.90
057- -2022-006-00	1947 Center St	\$12,461.49
057- -2022-020-00	0 Center St	\$5,341.94
057- -2023-020-03	2025 Center St	\$52,152.34
057- -2028-005-00	2031 Bancroft Way	\$4,077.43
057- -2028-017-01	2090 Kittredge St	\$18,502.30
057- -2118-001-00	2200 Fulton St	\$0.00
057- -2119-001-00	2200 Fulton Sta	\$10,484.16
057- -2122-001-00	2012 Berkeley Way	\$13,704.20
057- -2122-002-00	Berkeley Way	\$604.36
057- -2122-003-00	2020 Berkeley Way	\$1,827.76
		Annual Total \$188,468.50

To complete your Petition please:

- 1) Check your affirmation YES,
- 2) Print your name, e-mail and phone number below, and
- 3) Sign and date below.

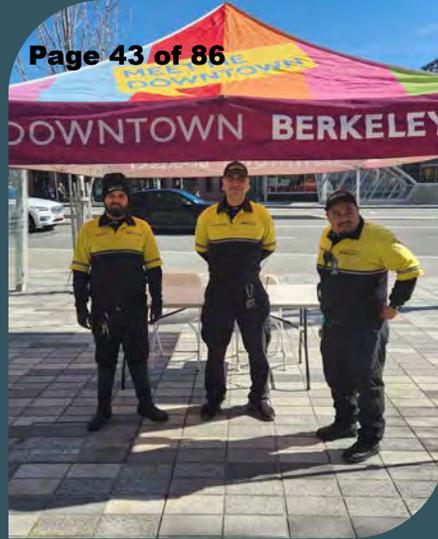
YES, I approve of the proposed maximum assessment of \$188,468.50 on the parcel(s) identified on this preliminary petition.

<i>(Print) Name and Title of Owner of Record or an Authorized Representative</i>	<i>Email address</i>	<i>Phone No.</i>
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<i>Signature of Owner of Record or the Representative Legally Authorized and Entitled to Sign this Petition</i>	<i>Date</i>
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Please return this Preliminary Petition signed and dated to:

Downtown Berkeley Association
1917 Addison Street, Suite 191
Berkeley, CA 94704
info@downtownberkeley.com
Phone: 510.549.2230



Downtown Berkeley Association STRATEGIC PLAN June 2025



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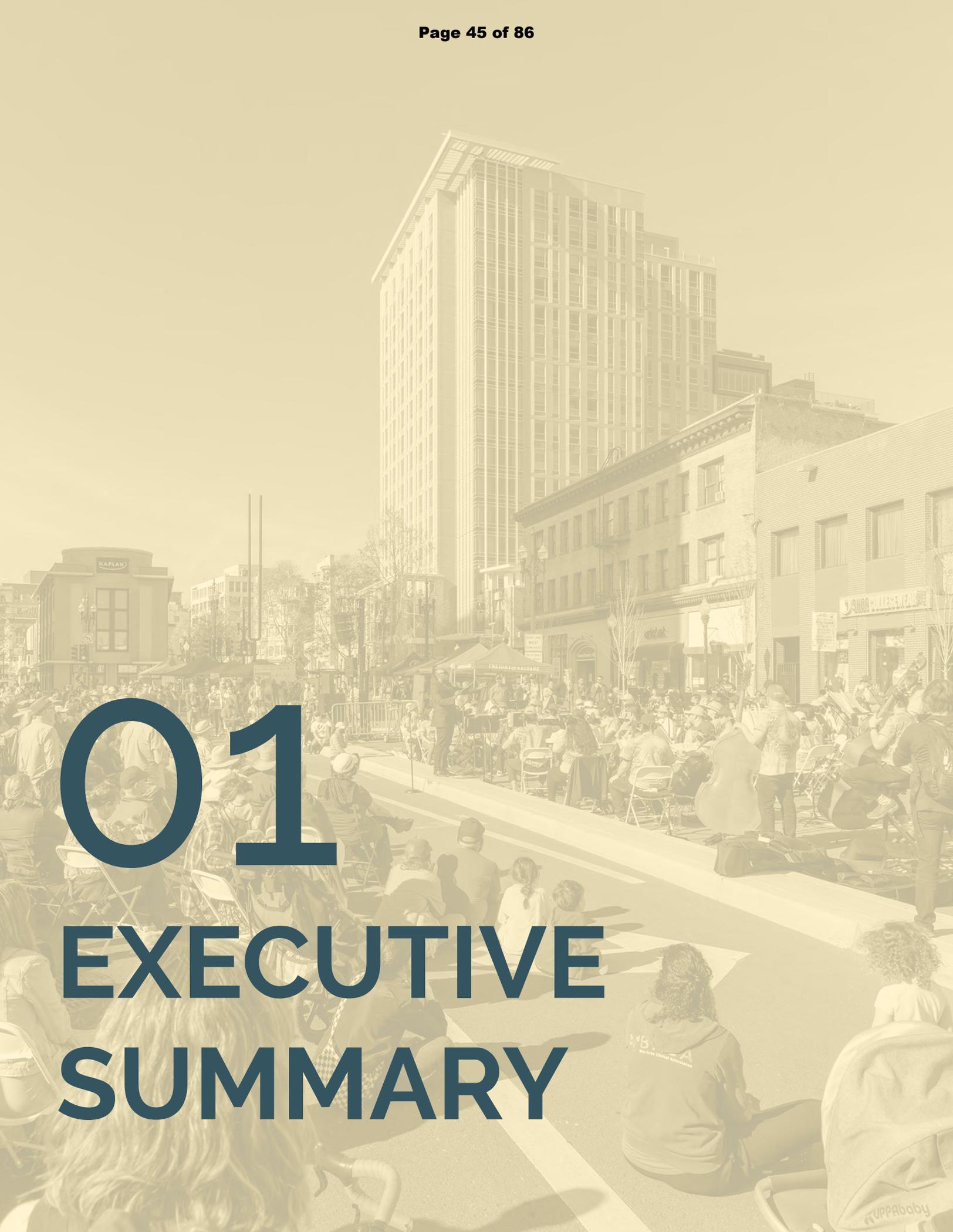
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01

EXECUTIVE SUMMARY

Introduction

Downtown Berkeley is the civic, cultural, and commercial heart of the city—home to leading academic institutions, a vibrant restaurant and entertainment scene, and a robust network of small businesses and nonprofits. Though it comprises just 2% of Berkeley’s land area, Downtown accounts for 17% of all businesses, 10% of jobs, and 34% of the city’s hotel rooms.

The **Downtown Berkeley Association (DBA)** is the 501(c)(6) nonprofit organization that oversees services funded through the Downtown Berkeley Property-Based Business Improvement District (PBID), including cleaning, maintenance, outreach, events, marketing, and advocacy. As the community emerges from the COVID-19 pandemic and grapples with rising storefront vacancies, public safety concerns, and affordability pressures, the DBA’s role has never been more critical.

DBA’s 2025 Strategic Plan update outlines a ten-year roadmap to guide the DBA’s programs and operations. The plan was informed by input from DBA staff and Board leadership, and broad community feedback from business owners, property owners, residents, non-profits, educational institutions, and other community members interested in Downtown’s future. In addition to community input, the plan was also shaped through an evaluation of current market trends impacting Downtown and an internal assessment of the DBA organization.

This Strategic Plan will not only guide the DBA’s services and priorities over the next ten years, but will serve as the foundation for the PBID’s 2026 state-mandated renewal process.



External Conditions & Trends

Downtown Berkeley’s landscape is shaped by broader trends in demographics, real estate, and public life:

Population Growth: Downtown’s population has grown 23% since 2010, outpacing the city overall, with younger and more diverse demographics.

Employment: Downtown comprises just 2% of the City’s total land area, but is home to 17% of its businesses and 10% of its jobs.

Storefront Vacancy: Vacancy has climbed as high as 28% amid economic uncertainty, stalled development, and lingering pandemic impacts.

Multifamily Residential: 40% of Downtown residential units were built since 2014. However, lease-up rates have slowed recently, reflecting possible softening in the student housing market.

Office: Office vacancy hovers around 10%—lower than San Francisco or Oakland—but absorption remains sluggish. Office supply has been steadily decreasing in Downtown as Class B office space is torn down for new multifamily residential.

Tourism: While substantial new hotel supply has come online since 2014 and occupancy rates are beginning to recover from pandemic impacts, occupancy has not fully rebounded to pre-pandemic levels.

Homelessness: While recent progress has reduced the visible street population in Downtown Berkeley, safety concerns and disruptive behaviors persist.

Community Engagement

More than 700 Downtown Berkeley stakeholders contributed to the strategic planning process, including property owners, merchants, nonprofits, residents, students, and civic partners. Outreach methods included regular touchpoints with the DBA Board, focus groups organized by stakeholder interest in Downtown, individual interviews, and a widely-distributed online survey. This engagement shaped the core of the Strategic Plan.

Focus Groups & Individual Interviews

Key findings from engagement with over 200 Downtown Berkeley community members in focus groups and individual interviews include:

Strengths

- Multi-modal access and connectivity
- Arts and cultural vitality
- Diverse and engaged community
- DBA Ambassador program

Challenges

- Visible homelessness
- Safety concerns
- High storefront vacancy
- Uninviting public realm
- Decreasing commercial & residential affordability

Priorities

- Ensure a safe, clean, and welcoming environment
- Activate vacant storefronts and support local businesses
- Make the public realm more cohesive

Online Survey Highlights

To broaden community engagement and build on focus group and individual interview themes, a widely-distributed online survey was conducted that gathered 495 responses. In the survey, respondents were asked which three services or programs are most needed to improve Downtown Berkeley in the future. The top three selections were:

1. Ensure Downtown is consistently clean and well maintained (56%)
2. Improve security and safety (52%)
3. Provide support to locally-owned and small businesses (52%)

When asked to choose amongst a set of physical improvements, which three are the most important for the future of Downtown Berkeley, the three top choices were:

1. Fill and activate vacant storefronts (74%)
2. Add more green and open spaces where people can gather (34%)
3. Add more diverse types of housing at a variety of price points (30%)

Word cloud summarizing respondents' top three words to describe their vision for Downtown Berkeley in the future. The larger the word, the more frequently it was used.



Key Takeaways

The following key takeaways summarize important findings from discovery, community engagement, and the internal organizational assessment for DBA:

- 1. Downtown is experiencing two concurrent crises impacting vibrancy and safety:**
 - A. Berkeley's ongoing challenges related to its unhoused population, including encampments, disruptive behaviors, and violent incidents
 - B. Stubborn storefront vacancy that creates gaps in the street level experience and adds to the perception and reality of safety issues
- 2. DBA is currently under-capitalized given Downtown's challenges**
- 3. Stakeholders have clear priorities for Downtown Berkeley moving forward:**
 - A. Ensure Downtown is consistently safe and clean
 - B. Fill and activate vacant storefronts and support existing small businesses
 - C. Create a more cohesive Downtown experience, including improved lighting, more parks and community gathering spaces, public art, etc.
- 4. DBA needs to build organizational and financial capacity to provide impactful solutions to address Downtown Berkeley's significant challenges**

Strategic Plan Framework

This Strategic Plan provides roadmap to guide DBA's work over the next ten years. The Plan is grounded in a clear vision, a mission statement for DBA, and four strategic goals with supporting objectives. While the goals are intended to remain consistent over the next decade, specific tactics will be implemented through adaptable annual workplans, with a recommended five-year checkpoint to assess progress and realign as needed.

Vision

Stakeholder engagement conducted as part of the Strategic Plan process was synthesized into the community's vision for Downtown Berkeley:

Downtown Berkeley is the heart of the community, offering a dynamic mix of living, learning, working, shopping, dining, cultural, and entertainment experiences.

Mission

A refreshed mission statement aligns with themes that arose through engagement with the Downtown Berkeley community, and is intended to clarify the DBA's role in achieving the vision for Downtown:

The DBA provides leadership and enhanced services to create and sustain a clean, safe, welcoming, and prosperous Downtown.

GOAL 1**Ensure Downtown Berkeley is consistently clean, safe, and welcoming.**

- Optimize DBA's Ambassador program dedicated to cleaning and maintaining the public realm.
- Re-establish DBA's safety-focused Community Engagement Ambassador program.
- Strengthen advocacy and partnerships to support compassionate solutions to unhoused challenges.
- Anticipate maintenance obligations of existing and new streetscape amenities.

GOAL 2**Attract, retain, and support locally-owned, creative, and innovative businesses and nonprofits.**

- Support existing businesses and attract new storefront uses that diversify Downtown's offerings.
- Collect, analyze, and communicate relevant and compelling data on the Downtown economy.
- Advance placemaking/public realm investments that support economic vitality.
- Foster a vibrant arts, culture, and nonprofit community in Downtown.
- Work with merchants and property owners to maintain attractive public facing buildings, grounds, and businesses.

GOAL 3**Bring residents and visitors to Downtown to patronize businesses, nonprofits, and the arts.**

- Lead to efforts to market Downtown Berkeley's brand identity.
- Develop promotions that support Downtown businesses and non-profits.
- Engage and communicate with Downtown stakeholders
- Utilize technologies (e.g., social media, video, AI) to engage various audiences.
- Offer programming and events that appeal to a wide variety of Berkeley community members.

GOAL 4**Be the leading convener and advocate for Downtown Berkeley.**

- Advocate for local, regional, and state policies that benefit the Downtown economy and quality of life.
- Strengthen collaboration with key civic, institutional, and nonprofit partners.
- Work with partners to develop and implement plans and civic investments that align with DBA's vision for Downtown's future.

Organizational Alignment

To implement the preceding goals and objectives, DBA organizational recommendations emphasize near-term focus and optimization of resources to stabilize the Downtown environment and enhance the DBA's value proposition to ratepayers and key partner organizations.

Two key organizational recommendations that will substantially impact DBA's budget and annual work program are:

- 1. The addition of a dedicated staff member focused on Economic Development and Placemaking,**
- 2. The reinstatement of the DBA's Community Engagement/Safety Ambassador program.**

Additional recommendations include:



Organizational Structure

DBA will refine its organizational model by maintaining its 501(c)(6) structure and establishing a new 501(c)(3) affiliate to expand fundraising capacity and support special projects. Staff roles will be clarified across four key functions—Clean & Safe, Economic Development & Placemaking, Marketing & Communications, and CEO-led Advocacy—while the Board and prospective committees will reflect Downtown's evolving community and strategic priorities.



Revenue Diversification

To reduce reliance on PBID assessments, DBA will pursue a mix of revenue streams including sponsorships, earned income, contracted services, and charitable donations and grants through its new 501(c)(3). Diversified revenue can help support expanded clean and safe services, economic development, and public realm improvements.



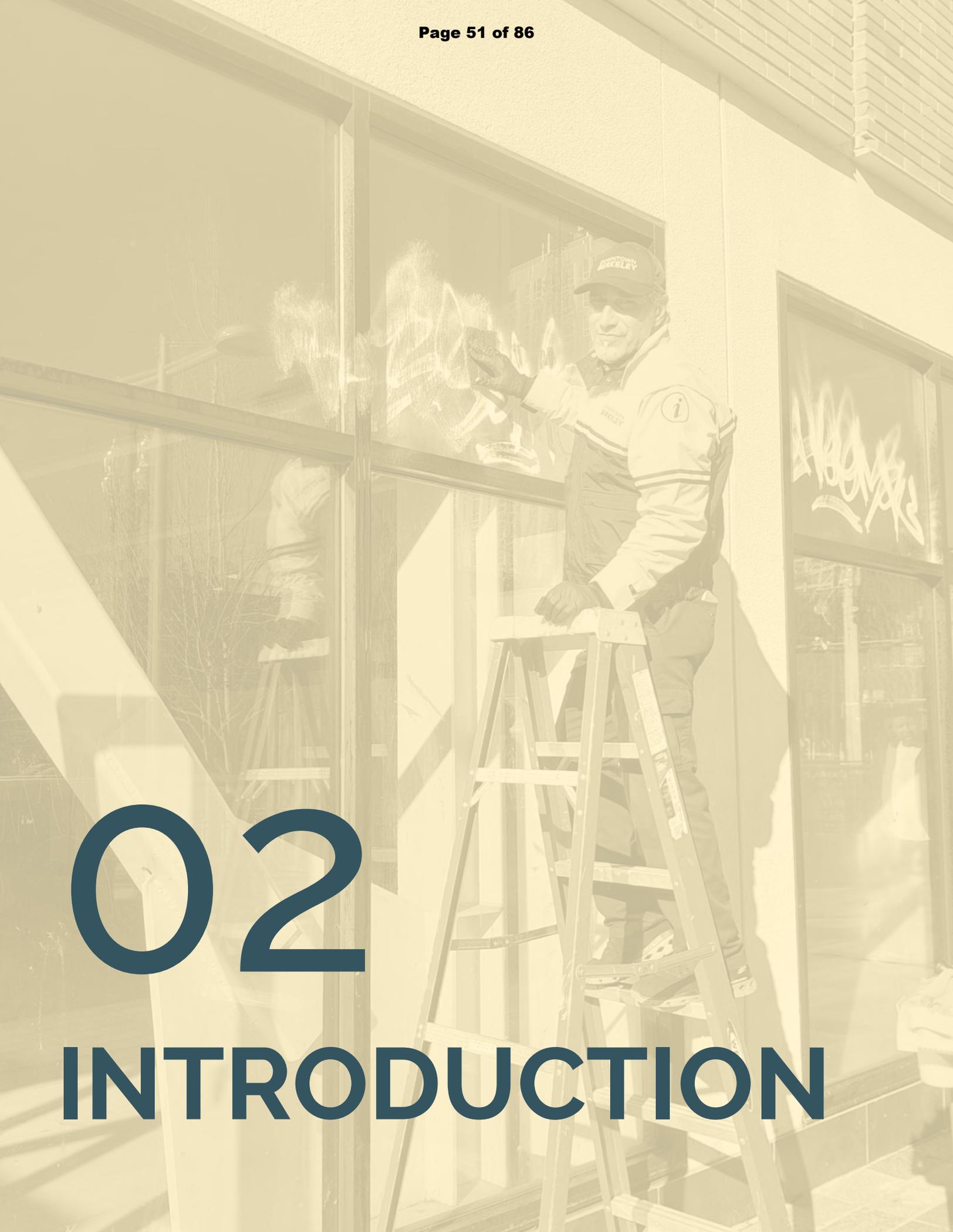
Succession Planning

With the CEO planning to retire in 2027, DBA will initiate a formal succession process in late 2026. A search committee will guide recruitment and transition to ensure strong leadership continuity aligned with the Strategic Plan.



PBID Renewal

This Strategic Plan lays the foundation for DBA's 2026 PBID renewal, which will include updates to the Management District Plan, boundaries, service plan, and assessment methodology. Broad property and business owner support will be essential as DBA prepares for the petition and ballot process required by California law.



02

INTRODUCTION

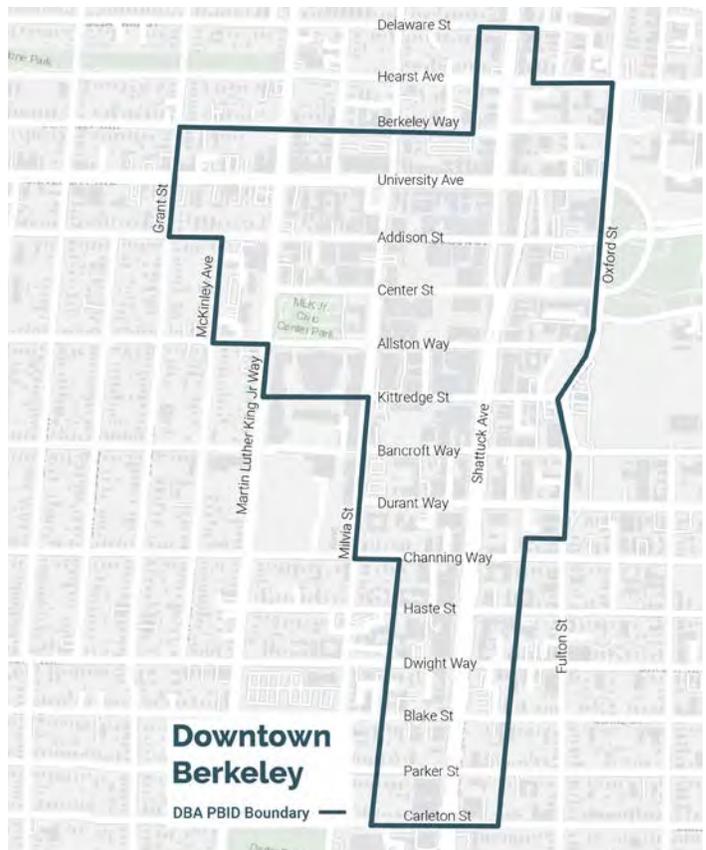
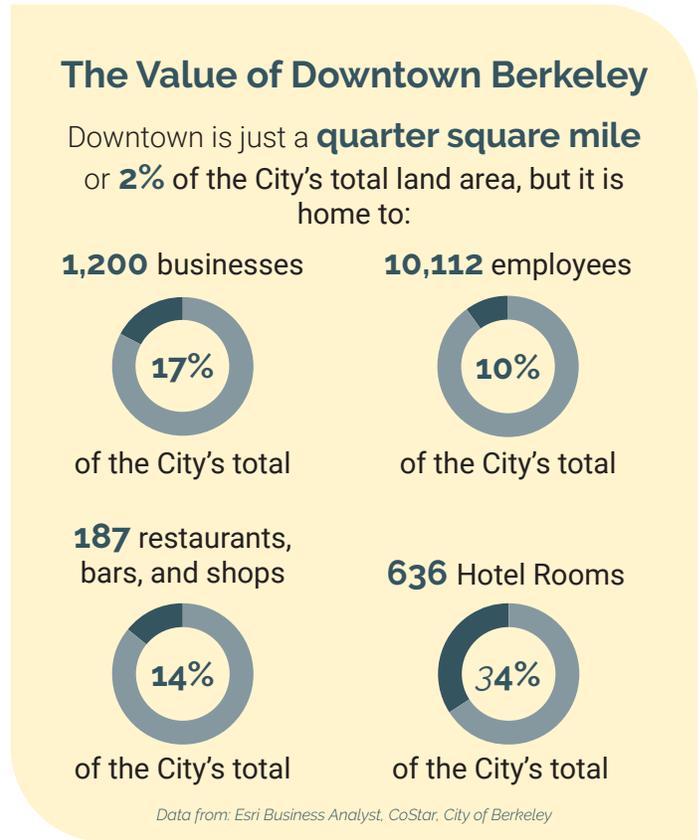
About Downtown Berkeley

Berkeley is a nationally recognized center of academic excellence, cultural diversity, and civic engagement. Home to the University of California, Berkeley, the city benefits from a constant influx of talent, creativity, and global perspectives. At the heart of it all is Downtown Berkeley—the city’s commercial, cultural, and transit-oriented core. Known for its walkable streets, historic character, world-class performing arts institutions, diverse nonprofit community, and thriving independent food scene, Downtown Berkeley serves as both a vital neighborhood hub and a destination for the broader Bay Area. Its strategic location, with access to BART, AC Transit lines, and regional pedestrian and bike networks, reinforces its importance as a dynamic, connected urban center.

About the Downtown Berkeley Association (DBA)

The Downtown Berkeley Association (DBA) is a 501(c)(6) nonprofit dedicated to fostering a welcoming, vibrant, and economically resilient Downtown. Originally founded in 1989 as a volunteer-led Main Street initiative, the DBA evolved into a Business Improvement District (BID) in the 1990s and later transitioned to a Property-Based Business Improvement District (PBID) in 2012 to address the district’s growing needs. The PBID is funded through a special assessment on properties within the district and is managed by the DBA, which provides a range of services designed to support the area’s vitality—including cleaning, maintenance, beautification, hospitality, outreach, marketing, events and programming, advocacy, and business support.

Today, the PBID represents 345 parcels, 264 property owners, and approximately 750 business and merchant tenants. Its boundaries extend from Delaware Street to the north, Carlton Street to the south, Grant Street to the west, and Oxford Street to the east, as illustrated in the map to the right.



As Downtown Berkeley continues to evolve, it faces a set of complex, interrelated challenges. Public safety concerns, increasing storefront vacancies, and broader economic uncertainty have created an environment that is markedly different from when the last DBA Strategic Plan was completed in 2015. Like many downtowns nationwide, Berkeley is contending with stronger post-pandemic headwinds than it has in decades, particularly in terms of lingering pandemic recovery, persistent safety issues, rising affordability concerns, and federal political uncertainty.

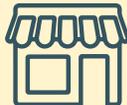
Despite these challenges, there is broad recognition of the essential role the DBA plays in championing Downtown. The DBA’s ongoing efforts to maintain cleanliness, assist small businesses, and activate public spaces are widely valued by Downtown stakeholders and the broader community. These initiatives not only enhance the immediate experience of the area but also contribute to the long-term economic vitality and attractiveness of Downtown Berkeley as a thriving urban center.

DBA's Impact by the Numbers

With **\$2,119,471** in total 2024 revenue DBA’s work includes:



20 Ambassadors



3,661 Merchant Checks



10,253 Hanging Baskets Watered



14 Community Events Produced, Partnered, or Supported



7,234 Visitor Information Contacts



5,015 Homeless Engagements



329,975 Trash Pounds Collected



3,217 Block Faces Weeded

Data from: DBA 2024 Annual Report

Strategic Plan & PBID Renewal Project Background

In early 2025, the DBA kicked off a process to update the organization’s Strategic Plan and to renew the Downtown Property-Based Business Improvement District (PBID), as required by state statute. To facilitate the Strategic Plan and PBID Renewal process, DBA retained Progressive Urban Management Associates (P.U.M.A.) and Kristin Lowell Inc. P.U.M.A. and Kristen Lowell previously aided in establishing the Downtown Berkeley PBID in 2011 and the district’s first renewal in 2016.

Overall objectives for the Strategic Plan and PBID Renewal processes include:

- Build on the work of past plans and respond to market trends to help guide the DBA in its response to conditions that can be reasonably expected through the next ten years
- Align the DBA with the dynamics of a rapidly changing economic, social, and political landscape, building on the organization’s fundamental strengths, and exploring meaningful ways to become more responsive to community needs and aspirations

- Affirm program priorities for the DBA and develop holistic Strategic and PBID Renewal plans to sharpen the organization’s value proposition and ensure that initiatives strengthen and unify overall district management efforts
- Engage a variety of Downtown Berkeley stakeholders (i.e., DBA board members, property owners, businesses, employees, residents, civic partners, etc.) in a participatory process to develop the Strategic and PBID Management Plans

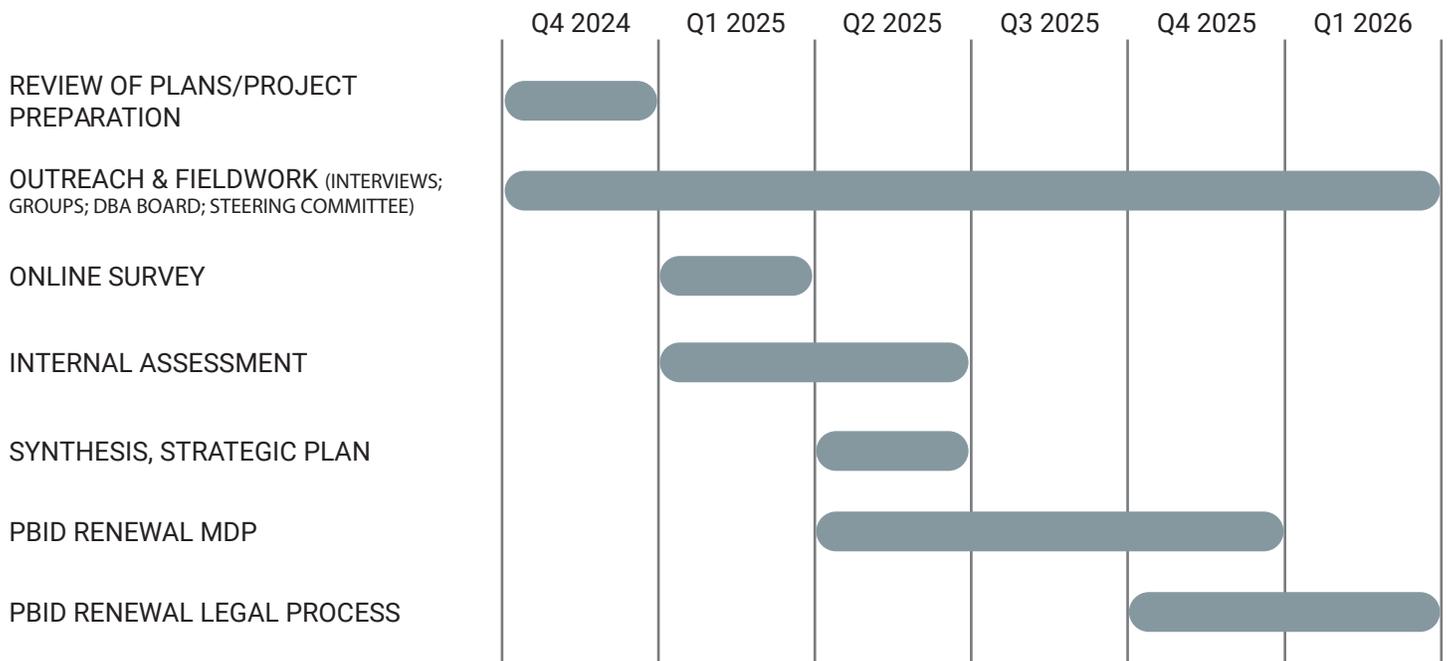
The DBA Strategic Plan and PBID Renewal Process included **discovery and community engagement** to understand the myriad economic, social, and political forces that are currently shaping Downtown Berkeley. The discovery and engagement processes engaged a variety of Downtown stakeholders, including property owners, businesses, non-profits, residents, and civic leaders.

The process also included an **internal organizational assessment** to evaluate the DBA’s ability to

effectively address challenges and capitalize on opportunities affecting the district, including a comprehensive review of the programs, financing tools, and organizational structure.

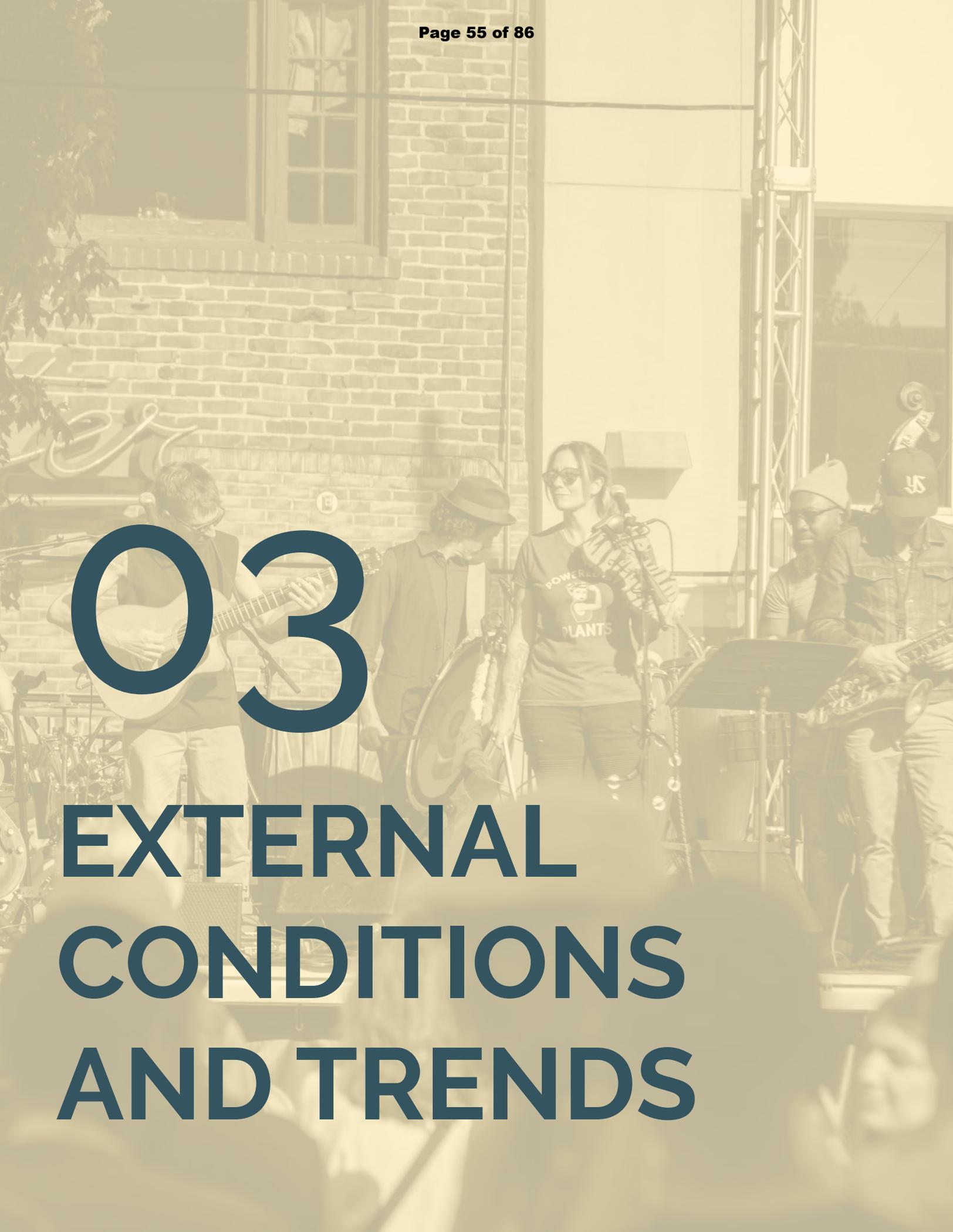
Following the completion of the first two steps, a Strategic Plan document was compiled that includes findings from discovery, stakeholder engagement, and the organizational assessment plus recommendations for the DBA in the near- and long-term.

Per California state statute, PBIDs are required to undergo a renewal process every ten years. Teed up by the strategic planning process, the subsequent legal PBID renewal process for DBA will include the creation of a new management plan and an engineering report that describes the PBID’s rationale and objectives, any changes to boundaries, benefit zones, service plan and budget, assessment method, and governance structure. The full DBA Strategic Plan & PBID Renewal process and timeline is summarized in the graphic below.



03

EXTERNAL CONDITIONS AND TRENDS



Overview

While the recommendations outlined in this Strategic Plan are grounded in extensive stakeholder input, they are also informed by several key factors and trends currently shaping the landscape of Downtown Berkeley. Although not exhaustive, these trends reflect recurring themes identified in the Plan's community engagement process, which are summarized in the subsequent chapter – *04 Community Engagement*. Many of these external factors fall outside the direct control of the DBA; however, DBA's influence on public perception and the vitality of the district underscores the importance of proactive attention and influence as DBA enters its next phase of organizational development.

Demographics

Since 2010, Downtown has outpaced the City of Berkeley's population growth by a ratio exceeding two-to-one. However, in both geographies, population growth has slowed since 2020. Downtown's population has grown by 23% since 2010, but only 5% since 2020, while the City lost population (-1%) since 2020.

Reflecting a high concentration of student households, Downtown residents tend to be younger, more diverse, and have lower annual household incomes than residents of the City as a whole. 60% of people living Downtown are between the ages of 15 and 34, compared to 44% in the City overall. Almost half (48%) of Downtown households make less than \$50,000 per year and few (9%) make over \$200,000. The numbers for City of Berkeley households are 28% and 30%, respectively.

Both Berkeley and Downtown residents are highly educated. 69% of Downtown residents and 76% of Berkeley residents have a bachelor's degree or higher.

Data from: Esri Business Analyst Online

Downtown residents tend to be younger, more diverse, and have lower annual household incomes than residents of the City as a whole.

Employment

Downtown comprises just 2% of the City's total land area, but is home to 17% of its businesses and 10% of its jobs. 32% of Downtown employment is in the knowledge sector, including 11% professional, scientific, and tech services, and 9% health care and social assistance. Other major job sectors represented in the Downtown area within the PBID boundaries include retail trade (14%), educational services (10%), and accommodation & food services (10%).

Data from: Esri Business Analyst Online

32% of Downtown employment is in the knowledge sector, including 11% professional, scientific, and tech services, and 9% health care and social assistance.

Storefront Economy

Pre-pandemic, Downtown Berkeley experienced several years of high performance in the retail landscape, particularly between 2015 and 2019 when the vacancy rate was less than 5%. Today, the official storefront vacancy rate in Downtown is estimated around 11%, however, given several shifting dynamics and broader economic uncertainty impacting development in Downtown, this rate is estimated closer to 28%. Several concurrent challenges include: 17 planned or entitled housing projects that have recently stalled in Downtown, street population issues, and storefront rent prices. While this increased vacancy rate is alarming, there are indications that the tide is shifting, as several new retailers and restaurants have recently opened or been announced in Downtown.

Compared to Downtown Berkeley, retail performance in the East Bay market overall experienced less dramatic pandemic-related shifts, as annual vacancy hovered between 3.5% and 5.5% (where it remains today).

Data from: CoStar

Multi-Family Residential

Downtown Berkeley has experienced significantly higher multi-family construction growth over the last ten years. 40% of all Downtown units were built since 2014 compared to the East Bay overall at 13%, indicating active development and resulting in Downtown’s emergence as a residential neighborhood. There are roughly 3,233 multi-family units within the PBID boundary, currently serving a mostly student market. The asking rent is markedly higher in Downtown compared to other parts of the East Bay. Both markets have seen a similar rate of increase in rents – 24% in Downtown and 25% in the East Bay overall. Despite rent price increases, occupancy rates in Downtown remain strong at approximately 93%.

40% of all Downtown multifamily housing units have been built since 2014, compared to the East Bay overall at 13%.

According to local real estate brokers and developers, there is recent evidence of over-supply in Downtown’s student housing niche. Several student-oriented developments were completed in 2024. Lease-up is reportedly sluggish in new buildings and rent concessions are more common, with reports of rent reductions up to 20%. Many new developments in process have stalled due to high interest rates and concerns with over-supply. The recent change is the federal administration is creating additional market uncertainty.

Data from: Esri Business Analyst Online

Office

Office Vacancy

Pre-pandemic, Downtown Berkeley’s office market was characterized by low vacancy rates. Meanwhile, the East Bay Market had consistently higher office vacancy in those same pre-pandemic years, ranging from 7.8% to 10.3%, indicating slower absorption and less demand. As was seen nationally, both areas saw a sharp increase in office vacancy during the peak pandemic years between 2020 and 2022. Downtown Berkeley experienced a steep spike in vacancy. Today, downtown’s vacancy rate hovers around 10%, which is markedly better than nearby Oakland and San Francisco. Overall office space has been decreasing in Downtown Berkeley, as Class B office space is torn down to make way for “multi-family”/ student rental housing.

Based on vacancy rates in the past couple years, Downtown Berkeley’s office market may be stabilizing, as vacancy rates decreased slightly between 2022 and 2024, while East Bay Market Area vacancy rates continued increasing.

Data from: CoStar



Office Rents

Office rents in Downtown Berkeley remain notably higher than in surrounding areas, suggesting decreasing supply and a strong willingness among businesses to pay a premium for space next to transit and UC Berkeley. Notably, no new office construction has occurred recently in Downtown Berkeley, and recent patterns of negative absorption point to lingering softness in the market. While the broader East Bay office sector continues to face challenges, it is performing better than San Francisco’s, where vacancy rates hover around 30%—driven largely by tech-sector downsizing and sustained remote or hybrid work trends. In contrast, the East Bay’s more diverse business base and smaller concentration of large tech firms have helped buffer the region from some of the more severe post-COVID disruptions affecting office demand.

Data from: CoStar report East Bay - CA USA-Office Market Report April 2024

Tourism and Hospitality

Since 2014, Downtown Berkeley has added 329 hotel rooms with the addition of the Residence Inn Berkeley that has grown revenue per available room by 23%. However, while hotel room vacancy in Downtown Berkeley has decreased from its 2020 Pandemic high of nearly 50%, as of 2024, it had still not fully recovered to pre-pandemic levels.

Data from: CoStar

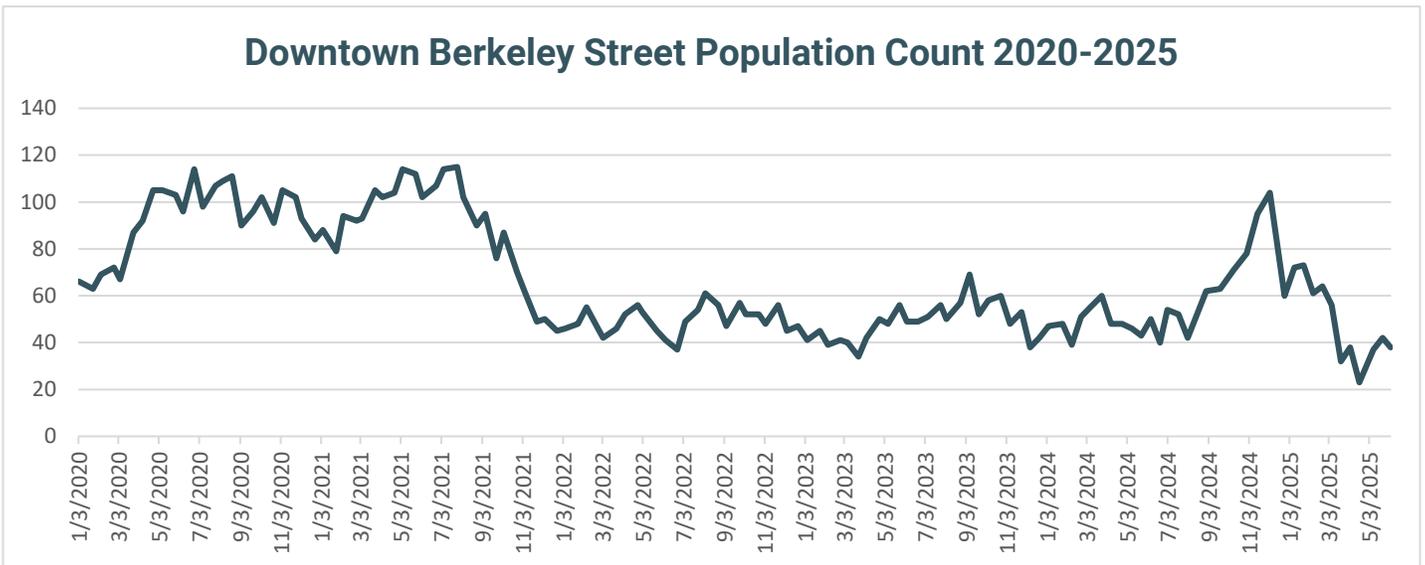
The Unhoused Challenge

While California boasts one of the most robust economies in the world, a different reality is reflected by the roughly 35,000 to 40,000 people who experience homelessness in the Bay Area on any given night, reflecting a 6% increase in 2024.¹ This issue is not unique to the Bay Area; it impacts all large cities across the country. Rapidly rising rents and an inadequate supply of affordable housing make the Bay Area particularly challenged.

While Berkeley made significant strides in 2024 achieving a 20% drop in homeless, and 45% drop in unhoused homeless, the City and the Bay Area continue to grapple with this crisis, with DBA staff and merchants on the front lines of issues concerning homelessness and mental health crisis within Downtown Berkeley. While the scope of need vastly exceeds the role and capacity of the DBA, the organization can play a role in connecting individuals experiencing homelessness and severe mental illness with services, providing a higher level of clean and safe services, and advocating for housing and other resources that will support the Downtown Berkeley community.

Homeless counts in Downtown Berkeley peaked in late 2024 with a large encampment at Civic Center Park. As of the latest point-in-time count, Downtown Berkeley’s street population is currently at its lowest point since DBA started counts in January 2020, as illustrated in the graphic below.

Data from: DBA Point-in-Time Counts



¹<https://www.sfgate.com/local/article/new-data-california-homelessness-problem-worse-20021177.php>



04

COMMUNITY ENGAGEMENT

Overview

Inclusive community engagement was critical to ensure a diverse array of voices were incorporated into the DBA strategic planning process. In total, **over 700 inputs** were gathered. Several methods were used to collect opinions and priorities from members of the Downtown Berkeley community, residents of Downtown and adjacent neighborhoods, property owners, business owners and entrepreneurs, elected officials, youth, institutional and nonprofit partners, members of the arts community, and others representing a cross-section of Downtown stakeholders. Outreach methods included regular touchpoints with the DBA Board, focus groups organized by stakeholder interest in Downtown, individual interviews, and a widely-distributed online survey. Highlights from engagement with the Downtown Berkeley community are provided below.

Interviews & Focus Groups

Key findings are summarized below from engagement with **over 200 Downtown Berkeley stakeholders** in focus groups and individual interviews that took place as part in the early stages of the strategic planning process. In each of these meetings, community members were asked to identify current strengths and challenges of Downtown Berkeley and the DBA, and determine improvement priorities moving forward. These themes and priorities helped inform the online survey that was then distributed to the broader community, and aided in establishing the foundation for this Plan’s goal framework.



▲ DBA Board Engagement



▲ Residents/Neighbors Focus Group

Interviews & Focus Groups

Number of Attendees (Approx.)	Stakeholder Groups Engaged
16	DBA Board
10	Merchants
18	Property Owners
8	Commercial Brokers
7	Office Workers
9	Nonprofit Organizations
50	Neighbors & Residents
14	Merchants & Nonprofits
40	Berkeley High School
28	Berkeley City College
8	Anchor House Residents
208	TOTAL ENGAGED

Strengths

- DBA Ambassadors and services
- Multi-modal transportation access, including BART, biking, and walking
- Improvements to BART Plaza
- Diversity in restaurant offerings
- Hub for cultural non-profits, the arts, entertainment, music, and theater in the East Bay
- The new Residence Inn hotel
- Educational institutions including UC Berkeley, Berkeley Community College, and Berkeley High School
- Sense of community pride
- Cultural diversity
- Community is empathetic regarding the unhoused population

Challenges

- The unhoused population situation has gotten worse with threatening and disruptive behaviors, mental health challenges, theft, and property damage
- Perception and reality that Downtown is unsafe and dangerous
- Storefront vacancy and lack of convenience retail and other resident-serving amenities
- Commercial and residential unaffordability
- A long-term vision for Downtown is lacking
- Shattuck Avenue is a wide street and has problematic parking bays and medians
- Supply and management of parking
- Lack of nighttime activation and entertainment
- Lack of lighting
- Lack of family-friendly amenities and activities for people of all ages
- Limited City resources
- Limited green/open spaces

Priorities for the Future

While many improvements and initiatives were identified, when participants were asked to vote on their top three improvements for the future of Downtown Berkeley, there was consensus around:

- **Ensure Downtown is consistently clean and safe**, including providing additional services for the unhoused population with a focus on addressing disruptive behaviors, managing real and perceived safety concerns, and ensuring Downtown is clean and well cared for
- **Fill and activate storefronts** with diverse and creative uses, including entertainment and destinations for people of all ages
- **Create a more cohesive Downtown experience in the public realm**, including public art, landscaping, additional public restrooms, and implementing Civic Center improvements

Additional priorities include:

- **Improve pedestrian-scale lighting throughout Downtown**, particularly at BART Plaza and the BART station
- **Foster entertainment and the arts**, including: support of challenged arts and cultural organizations, bringing a movie theater back

Downtown, reusing existing theater buildings, incentivizing arts and entertainment uses in new buildings, and holding outdoor events such as concerts and movie nights.

- **Improve the parking experience**, including exploring lower evening parking rates, allowing 24/7 access to existing structures, providing more parking options, improving wayfinding to existing parking, and exploring parking management that supports Downtown businesses, like offering the first 30 minutes or hour free
- **Support and retain innovation in Downtown**, including finding permanent Downtown homes for Skydeck and other startup businesses and supporting diverse entrepreneurship
- **Embrace sustainability in the Downtown public realm**, including planning for climate resiliency, possible daylighting of Strawberry Creek in MLK Jr. Civic Center Park, and incorporating native plant species in planters and landscaping
- **Provide economic data about Downtown to stakeholders**, such as square foot to sales comparison, hyper-local gross sales per square foot, and local versus chain storefront composition

Online Survey

To build on the key themes that emerged from stakeholder focus groups and individual interviews, an online survey was developed to gather broader community input as part of the strategic planning process. The survey was open to the public and invited participants to share their experiences in Downtown Berkeley today, as well as their priorities and hopes for its future. Running from February 7 to April 17, 2025, the survey received **495 responses**, providing valuable insight from residents, business owners, employees, and visitors. This feedback has played a critical role in shaping the direction of the plan and ensuring it reflects the diverse perspectives and needs of the community.

Key Findings

Downtown Today

When asked about conditions in Downtown Berkeley today, most survey respondents made it clear that they are unhappy with the current state of the district.

When asked to rate if conditions in Downtown Berkeley have gotten better or worse over the past five years, no conditions were rated as either much better or slightly better by participants. In fact, more respondents said that 10 out of the 14 listed characteristics (see page 5 in Appendix: Online Survey Summary) have gotten worse rather than better over the past five-years; and over 50% respondents said that **retail and shopping options and homelessness/encampments** have gotten slightly worse or much worse in the past five years.

Respondents generally view the DBA organization’s services and programs more favorably than the current conditions of Downtown Berkeley. Over 50% of participants rated **landscaping and street and sidewalk cleaning** as either good or very good. Most respondents answered that they did not know how effective the DBA’s **advocacy, merchant promotion and support, and homelessness outreach** are.

In an open-ended question, the top words used to describe participants’ experience in Downtown today were **unsafe, sad, vacant, homeless, and dirty**.

Downtown Tomorrow

When asked to vote for their top three physical improvement priorities to achieve this vision, **fill and activate empty storefronts** was by far the most popular option, with 74% support. **Boutique retail, entertainment, and spaces for artists** were the top responses when participants were asked to select the types of businesses and services they want to see fill Downtown’s empty storefronts. Additionally, returning movie theaters to Downtown was frequently mentioned in open-ended responses.

When asked to vote their top three physical improvement priorities for Downtown, fill and activate empty storefronts was by far respondents' most popular option, with 74% support.



◀ *Word cloud summarizing respondents’ top three words to describe their experience in Downtown Berkeley today. The larger the word, the more frequently it was used.*

When asked to select the top three services and program priorities for achieving their vision for Downtown, respondents' top choices were **ensure Downtown is consistently clean and well maintained (56%), improve security and safety (52%), and provide support to locally-owned and small businesses (52%).**

Opinions differed on how best to approach the homelessness crisis in Downtown Berkeley. **More mental health & substance abuse outreach and managed care (50%)** was the most popular choice overall. However, Bay Area residents living outside of Berkeley and especially Downtown business owners were more supportive of measures like **strengthening enforcement of crimes and more police and security presence throughout Downtown.** On the other hand, Downtown residents, younger respondents, and those representing households making less than \$50,000 per year were more likely to support **more social workers and the creation of more permanent supportive housing.**

Looking to the future, when asked to provide three words describing their vision for Downtown, respondents' most frequently used words were **safe, vibrant, and clean.**



◀ Word cloud summarizing respondents' top three words to describe their vision for Downtown Berkeley in the future. The larger the word, the more frequently it was used.

Who Participated in the Survey

Survey respondents represented a cross-section of Downtown stakeholders. The largest group of respondents were those **living within walking distance of Downtown (47%),** while **30% live in the City of Berkeley but not within walking distance of Downtown,** 18% work Downtown, 7% own a business Downtown, and 6% live Downtown. **29% of respondents said they come Downtown daily,** 34% once a week or more, and 25% approximately once or twice a month.

Besides respondents under 24, who represented only 3% of participants, all age groups were well represented and the **largest proportion of respondents were 55 or older.** 62% of respondents were female and 34% male. 77% identified as White, 9% as Asian or Pacific Islander, 5% as multiracial, 3% as Hispanic/Latino, and 1% as Black or African American.



05

KEY TAKEAWAYS

Overview

The following key takeaways summarize important findings from discovery, community engagement, and the internal organizational assessment for DBA. Informed by a snapshot of economic and demographic trends, as well as robust engagement with a diverse cross-section of Downtown Berkeley stakeholders, these takeaways reflect both the challenges and opportunities facing the district today, and serve as a bridge to the Strategic Plan's recommendations, which outline clear priorities and strategies for DBA moving forward.

1. Downtown is experiencing two concurrent crises impacting vibrancy and safety:

- A. Berkeley's ongoing challenges related to its unhoused population, including encampments, disruptive behaviors, and violent incidents
- B. Stubborn storefront vacancy that creates gaps in the street level experience and adds to the perception and reality of safety issues

Through stakeholder engagement and the scan of external factors currently affecting Downtown Berkeley, two interconnected crises emerged as top concerns impacting the area's overall vibrancy and sense of safety. First, the presence of unhoused encampments, along with increasingly disruptive behaviors and a rise in violent incidents, has created an environment that many stakeholders described as unpredictable and, at times, unsafe. These public safety concerns are not new, and have been continuously affecting the day-to-day experiences of residents, workers, and visitors in Downtown since the PBID was established. Furthermore, these conditions present significant challenges for local businesses and organizations operating in the area.

At the same time, Downtown is facing a growing number of vacant storefronts—an issue that has been exacerbated by the lingering impacts of the pandemic, broader economic uncertainty, stalled development projects, and shifting consumer behaviors. These vacancies contribute to a perception of decline, reduce foot traffic, and make it harder to sustain a vibrant and welcoming street-level experience.

Together, these two crises are deeply interconnected and require coordinated, creative, and sustained responses. Stakeholders emphasized the urgent need for solutions that are both compassionate and effective, underscoring the importance of cross-sector collaboration to restore vitality and a strong sense of place in Downtown Berkeley.

2. DBA is currently under-capitalized given Downtown's challenges

While the DBA plays a critical role in supporting the Downtown's vitality, the organization is currently under-capitalized relative to the scale and complexity of the challenges facing Downtown. Issues like public safety, homelessness, and widespread storefront vacancy require significant, sustained investment and collaboration across sectors—resources that extend beyond the DBA's current capacity. Stakeholders acknowledged the value of the DBA's work to date, but also emphasized that without increased funding, staffing, and support, the organization cannot fully meet the moment or drive the kind of impactful, long-term solutions that Downtown Berkeley urgently needs. Strengthening the DBA's financial and operational capacity is essential to expanding its ability to lead, coordinate, and advocate effectively in response to these pressing external factors.

3. Stakeholders have clear priorities for Downtown Berkeley moving forward:

- A. Ensure Downtown is consistently safe and clean**
- B. Fill and activate vacant storefronts and support existing small businesses**
- C. Create a more cohesive Downtown experience, including improved lighting, more parks and community gathering spaces, public art, etc.**

Community members engaged in the strategic planning process expressed a clear and shared vision for the future of Downtown Berkeley. Their top priorities reflect both immediate needs and long-term aspirations for a more vibrant, inclusive, and welcoming Downtown. First and foremost, there is strong consensus around the need for a consistently safe and clean Downtown—conditions seen as foundational to restoring public confidence and attracting people to the area. In parallel, stakeholders emphasized the urgency of addressing storefront vacancies by supporting small, locally-owned businesses and creatively activating empty spaces to restore energy at the street level. Stakeholders also called for a more cohesive and engaging Downtown experience—one that includes better lighting, additional green spaces and gathering areas, and more public art and cultural programming. These priorities speak to a desire for Downtown Berkeley to be not only functional and economically resilient, but also a place where people feel a sense of community, connection, and pride.

4. DBA needs to build organizational and financial capacity to provide impactful solutions to address Downtown Berkeley's significant challenges

To increase its capacity and better address the pressing challenges facing Downtown Berkeley, the DBA should pursue a range of strategic actions aimed at securing additional resources and strengthening its organizational infrastructure. This includes renewing the PBID to provide a more robust and sustainable funding base. Diversifying revenue streams through grants, sponsorships, and partnerships with public, private, and philanthropic entities can also help support new and expanded initiatives. Additionally, investing in staff capacity—particularly in areas of public safety, economic development and placemaking, and marketing—will allow the DBA to take a more proactive and comprehensive approach to solving complex issues. Finally, by strengthening partnerships with civic agencies, nonprofit organizations, and local institutions, the DBA can leverage shared resources and expertise to amplify impact and deliver innovative, community-centered solutions.

A photograph of a public plaza with a large spherical sculpture and people sitting at tables. The scene is overlaid with a semi-transparent yellow filter. The sculpture is a large, spherical, lattice-like structure. People are sitting at tables, some looking at their phones. The background shows modern buildings and trees.

06

STRATEGIC PLAN FRAMEWORK

Overview

This Strategic Plan will serve as a roadmap guiding the DBA organization over the next ten years. The graphic below illustrates the structure of the Strategic Plan. Overarching and foundational to the Strategic Plan are the DBA’s vision for Downtown Berkeley and a mission statement that defines the DBA’s role in achieving that vision.

The four Strategic Plan goals align with areas where the DBA will focus its energy, efforts, and resources over the next several years, and each goal has a set of objectives that drill down further. Goals and objectives have a ten-year time horizon and are intended to be a constant throughout the term of the Strategic Plan. Tactics and actions will drive the DBA’s annual workplan and will be evaluated and adjusted on a regular basis by DBA staff and leadership. While this Strategic Plan has a ten-year time horizon, a mid-point checkpoint is recommended after five years to ensure goals and objectives align with Downtown Berkeley’s realities.



Vision

Stakeholder engagement conducted as part of the Strategic Plan process was synthesized into the community’s vision for Downtown Berkeley:

Downtown Berkeley is the heart of the community, offering a dynamic mix of living, learning, working, shopping, dining, cultural, and entertainment experiences.

Mission

A refreshed mission statement aligns with themes that arose through engagement with the Downtown Berkeley community, and is intended to clarify the DBA’s role in achieving the vision for Downtown:

The DBA provides leadership and enhanced services to create and sustain a clean, safe, welcoming, and prosperous downtown.

Goal 1: Ensure Downtown Berkeley is consistently clean, safe, and welcoming.

Why it Matters

Ensuring that Downtown Berkeley remains clean, safe, and welcoming emerged as the community's top priority during the strategic planning process. Clean and safe services are among the most visible and essential functions provided by place management organizations like the DBA, serving as the foundation for a thriving and vibrant district. The DBA's existing Ambassador program plays a vital role in this, offering cleaning and maintenance support and services that go beyond what the City of Berkeley can provide. Furthermore, in response to merchant concerns about the safety of employees and customers during the pandemic, the DBA piloted a Community Engagement Ambassador program. This initiative reflected a broader trend among place management organizations, many of which expanded their clean and safe services to address ongoing challenges such as public safety concerns, mental health crises, and open drug use.

While the DBA's Community Engagement Ambassador pilot program concluded after 18 months, most Downtown Berkeley stakeholders engaged in the strategic planning process expressed concerns about these issues and their continued impact on the vitality of the district today. Looking ahead, ensuring a welcoming, safe, and well-maintained Downtown remains a top priority for DBA. The upcoming PBID renewal process offers a timely opportunity to reassess service levels across the district and to explore ways to enhance clean and safe operations—including the potential reinstatement of a Safety or Community Engagement Ambassador program.

Objectives:

1. **Optimize DBA's Cleaning and Hospitality Ambassador program dedicated to cleaning and maintaining the public realm.**
2. **Re-establish DBA's safety-focused Community Engagement Ambassador program.**
3. **Strengthen advocacy and partnerships to support compassionate solutions to unhoused challenges.**
4. **Anticipate maintenance obligations of existing and new streetscape amenities.**

When asked to select the top three services and program priorities for achieving their vision for Downtown, respondents' top choices were:

56%

Ensure Downtown is consistently clean and well maintained

52%

Improve security and safety

Goal 2: Attract, retain, and support locally-owned, creative, and innovative businesses/entrepreneurs.

Why it Matters

Downtown Berkeley's unique character and appeal are shaped by its vibrant mix of small, locally-owned businesses, nonprofit organizations that serve diverse communities, and a rich array of arts and cultural venues. Like many cities across the country, Berkeley's storefront economy was hit hard by the pandemic and continues to face challenges amid ongoing recovery efforts and broader economic uncertainty. These conditions have strained local businesses and slowed or stalled new development, contributing to a high storefront vacancy rate in the Downtown area.

While the DBA has long supported business and property owners, there is now a clear opportunity to strengthen and formalize this area of work within the organization. Many place management organizations provide dedicated support to local and prospective new small businesses and nonprofits by offering services such as technical assistance workshops, one-on-one permitting and licensing guidance, block-by-block commercial market data (foot traffic, local versus chain composition, price trends, etc.), storefront improvement grants, pop-up retail opportunities, and connecting entrepreneurs with local resources and funding opportunities. Furthermore, investing in placemaking initiatives that bring people Downtown, such as public art, pedestrian-friendly streetscape enhancements, interactive installations, outdoor seating and parklets, and lighting improvements can significantly enhance Downtown's vibrancy and drive foot traffic to businesses.

Looking ahead, the DBA can expand its economic development efforts by dedicating additional resources and staff to business support, retention, and attraction, supporting public realm improvements that attract visitors Downtown, and encouraging creative uses of ground floor spaces to help revitalize the district.

Objectives:

1. **Support existing businesses and attract new storefront uses that diversify Downtown's offerings.**
2. **Collect, analyze, and communicate relevant and compelling data on the Downtown economy.**
3. **Advance placemaking/public realm investments that support economic vitality.**
4. **Foster a vibrant arts, culture, and nonprofit community in Downtown.**
5. **Work with merchants and property owners to maintain attractive public facing buildings, grounds, and businesses.**

When asked to vote for their top three physical improvement priorities to achieve this vision, the most popular option (by far) was:

74%

Fill and activate empty storefronts

Goal 3: Bring residents and visitors to Downtown to patronize businesses, non-profits, and the arts.

Why it Matters

While the DBA can support or influence many of the external factors that shape the district, one area where it has direct control, and significant opportunity, is in marketing and communications. Effectively communicating Downtown Berkeley's brand identity is essential to highlighting what makes the area unique: its diverse communities, vibrant cultural assets, and eclectic mix of businesses. Strategic marketing not only helps attract visitors, residents, and investment, but also strengthens the community's connection to Downtown and reinforces a sense of place. For an organization like the DBA, which exists to enhance and promote the district, a strong communications strategy including new technology is vital for building public awareness, driving foot traffic, supporting local businesses, and showcasing the positive impact of the organization's programs and services. This includes everything from producing small-scale events and activations that reflect the community's diversity, to engaging stakeholders in meaningful ways that foster collaboration and shared ownership of Downtown's future.

Objectives:

1. Lead to efforts to market Downtown Berkeley's brand identity.
2. Develop promotions that support Downtown businesses and non-profits.
3. Engage and communicate with Downtown stakeholders.
4. Utilize technologies (e.g., social media, video, AI) to engage various audiences.
5. Offer programming and events that appeal to a wide variety of Berkeley community members.

When asked what types of events online survey participants would like to see in Downtown Berkeley, the top responses were:

59%
Music

51%
Food

41%
Cultural Celebrations

Goal 4: Be the leading convener and advocate for Downtown Berkeley.

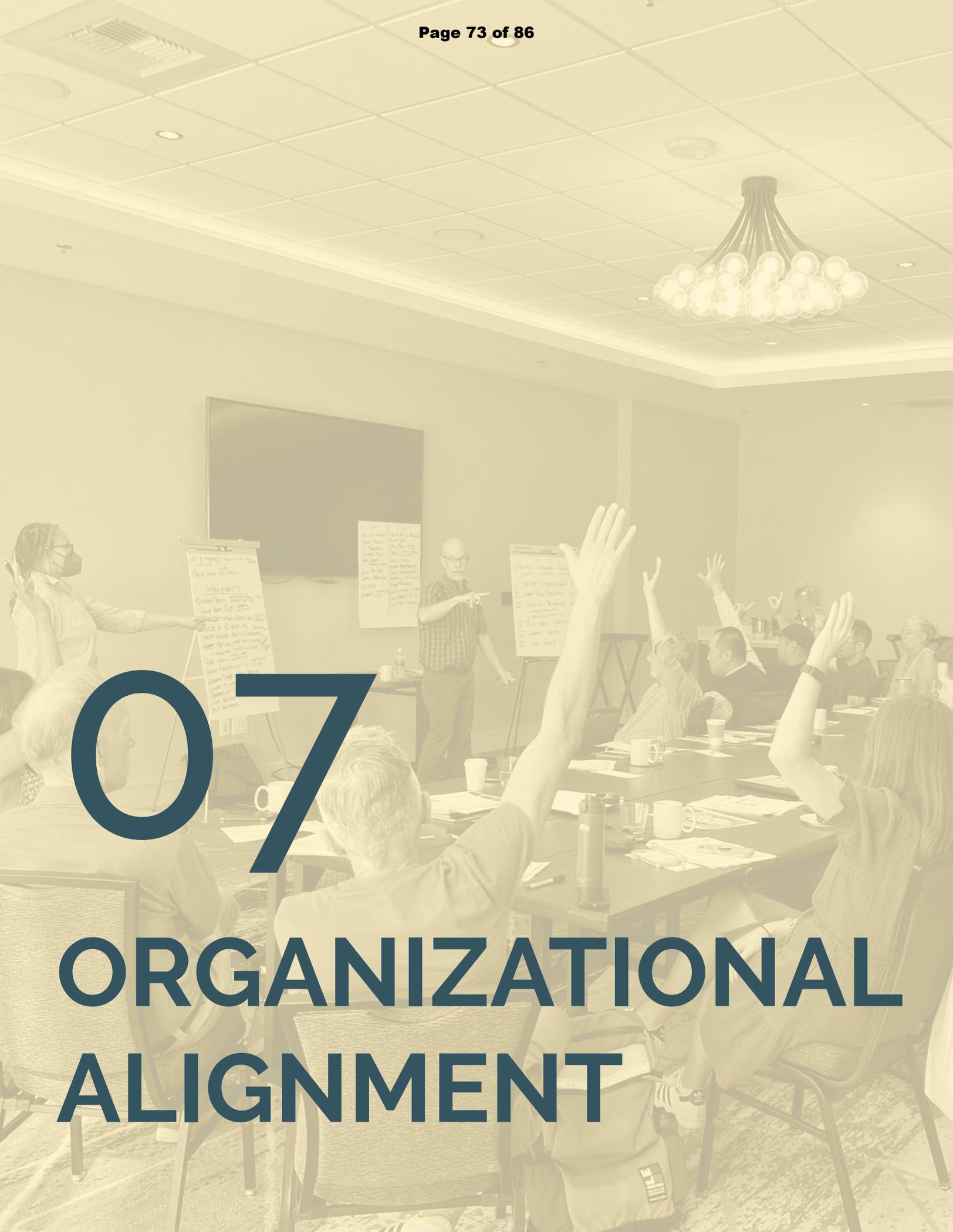
Why it Matters

DBA is already viewed as the leading advocate for Downtown Berkeley, and to address the substantial external challenges Downtown is facing, DBA should continue and enhance this role moving forward, working alongside key partners to solve current, ongoing, and future challenges in innovative, creative, and tangible ways. The DBA can strengthen its influence on initiatives impacting Downtown by continuing to demonstrate and communicate its value proposition, reflecting Downtown's diverse community, and reinforcing partnerships with civic, non-profit, educational, and arts and cultural institutions in and around Downtown.

Objectives:

1. Advocate for local, regional, and state policies that benefit the Downtown economy and quality of life.
2. Strengthen collaboration with key civic, institutional, and nonprofit partners.
3. Work with partners to develop and implement plans and civic investments that align with DBA's vision for Downtown's future.

DBA's advocacy efforts, in partnership with civic, nonprofit, and institutional partners, support the implementation of key stakeholder priorities such as creating a shared vision for Downtown, homelessness response, and public realm infrastructure improvements.



07 ORGANIZATIONAL ALIGNMENT

Overview

To implement the preceding goals and objectives, the subsequent DBA organizational recommendations will emphasize near-term focus and optimization of resources to stabilize the Downtown environment and enhance the DBA's value proposition to ratepayers and key partner organizations.

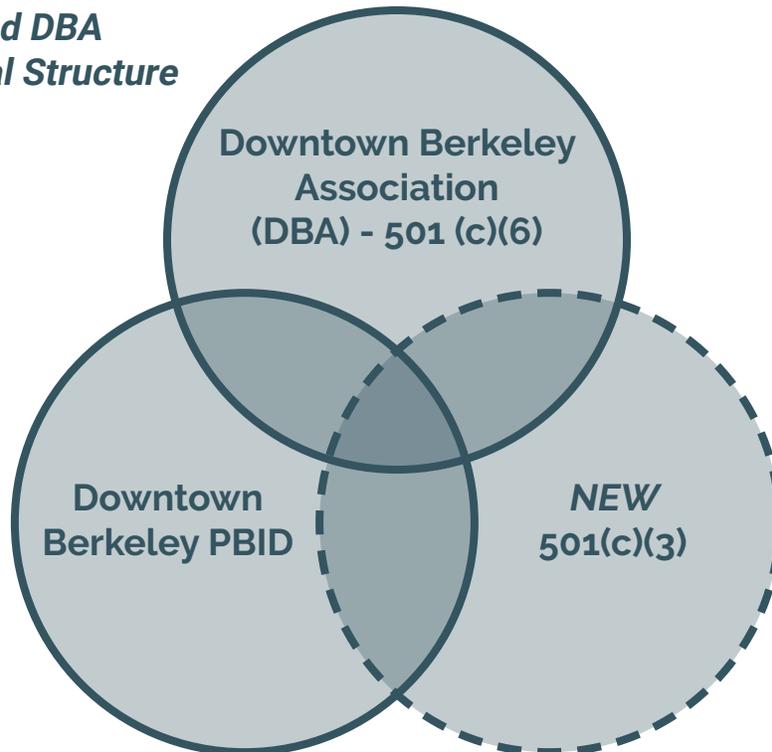
Organizational Structure

Currently, the Downtown Berkeley PBID contracts with the DBA, a governing 501(c)(6) umbrella organization. These two separate entities are currently wrapped into the overarching DBA brand and identity, with the Board and staff exclusively dedicated to the DBA. While the current organizational structure is not uncommon for place management entities, there are several ways DBA's business model can be updated and refined to address current and anticipated challenges in Downtown. A key component will be adding a 501(c)(3) affiliate within the DBA family of organizations, as illustrated by the diagram below.

Approximately 96% of DBA's operating budget currently comes from assessment revenue. While this is not atypical, a growing number of place management organizations have diversified their funding sources beyond assessments to support a wide variety of programs and services. A non-profit 501(c)(3) affiliate is commonly used to collect revenue from grants, sponsorships, or other contributions, and used to fund initiatives such as public space enhancements and placemaking, planning studies, and special projects.

Forming a new non-profit 501(c)(3) under the umbrella of the DBA will enable the organization to diversify funding beyond assessments to support projects that beautify and enhance the public realm. Additionally, the new non-profit could seek funds to support economic development and small business support, placemaking efforts such as public art or improved lighting, initiatives that support a clean and safe Downtown and reduce homelessness, and other special projects that might arise in the future. The 501(c)(3) could be managed with minimal administrative oversight from existing DBA staff. To reduce duplication and encourage continuity, a small governance board could be formed as a sub-set of the existing DBA Board.

Recommended DBA Organizational Structure



Staffing & Governance

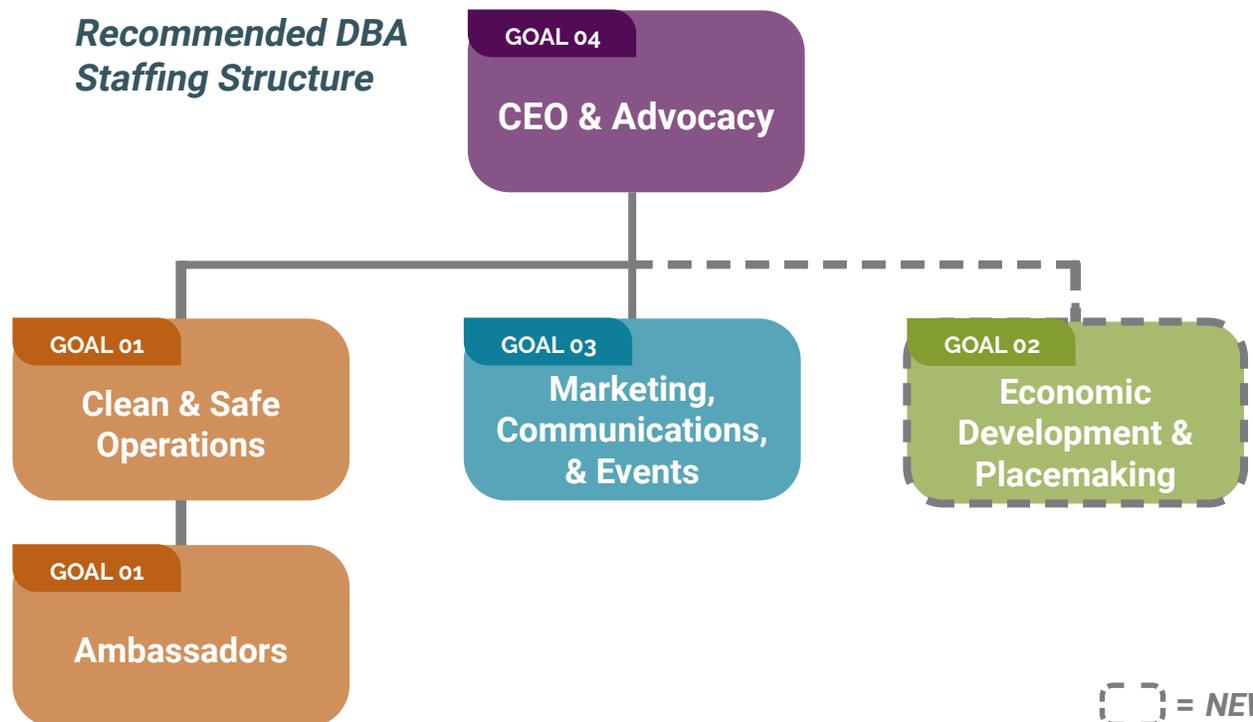
Staffing

To align with the recommendations provided in this Strategic Plan and increase organizational capacity, there are several opportunities to further clarify DBA staff roles and responsibilities moving forward. A key differentiator between the current and proposed DBA staff structure is the shift from a 'Vitality' role that encompasses marketing, communications, events and programming, placemaking, and small business support into two distinct roles, as summarized below. As the DBA organization grows its resources and capacity, support staff can be strategically added in these refined areas as needed. The chart below illustrates recommended adjustments to the DBA organization chart with accompanying descriptions.

The **CEO**, guided by the DBA Board, is the primary point of contact for advocacy and is the lead convener both internally within the DBA organization, and externally with the Downtown Berkeley community and beyond. The CEO oversees Ambassador Operations, Economic Development & Placemaking, and Marketing & Communications. The CEO also is responsible for ongoing communications and relations with DBA board members, and provides ongoing relations and response for commercial property owners.

This role also includes proactively pursuing and maintaining partnerships and collaboration with the City of Berkeley, UC Berkeley and other educational institutions, non-profit organizations, and other partners in and around Downtown, communicating about the DBA and its value proposition to the City and the region, selectively issuing statements on policies and initiatives impacting Downtown, advocating for resources and capital improvements, overseeing administrative contractors (accounting, administration, HR, legal, etc.), and ensuring Plan recommendations are implemented in a timely manner.

The **Operations Manager** first and foremost manages the Ambassador contract currently with Streetplus, the DBA's clean and safe vendor, and oversees all aspects of day-to-day maintenance, cleaning, hospitality, beautification, and outreach activities of the Ambassador team and coordination around safety concerns in the district. This role also includes overseeing installation of new and seasonal streetscape amenities (banners, seasonal decorations, etc.) in Downtown, maintaining an inventory of streetscape amenities the DBA is responsible for, coordinating with the Berkeley Police Department on security concerns in the district, and coordinating with partners on services



for the unhoused population. It is also anticipated the Operations Manager will hire and manage the renewed Safety/Community Engagement Ambassador program.

The **Marketing & Communications Manager** provides dedicated leadership in promoting Downtown Berkeley as a vibrant destination for residents, visitors, and businesses. This role oversees the development and execution of marketing campaigns, promotions, and storytelling efforts that highlight Downtown’s unique assets and offerings. This role leads stakeholder communications, manages DBA’s social media presence and other new technologies, and supports brand-aligned outreach strategies that foster community engagement with merchants and residents alike. In collaboration with staff and partners, the Marketing & Communications Manager also plays a key role in planning and executing events and programming that drive foot traffic and enhance Downtown’s visibility and appeal.

The **Economic Development & Placemaking Manager** creates dedicated focus to this new DBA program area to support businesses and implement placemaking initiatives that bring people Downtown. This role oversees small business retention, support, and attraction, relationship management, maintaining and enhancing educational materials for prospective businesses, commercial brokers, and property owners including micro-level data, and leads placemaking and public realm enhancements that drive foot traffic Downtown. In coordination with the City's Office of Economic Development, this Manager provides ongoing business outreach and engagement, data analysis, and support for arts and cultural nonprofit organizations, with a focus on ground floor retail, restaurant, and services. In addition to developing placemaking opportunities in the public realm (e.g., art, sculpture, design, creative landscaping) this Manager works with merchants and property owners to improve and maintain their public facing facades, storefronts, and common area spaces (e.g., landscaping, murals, clean-up, signage, trash handling, etc.)

DBA Board

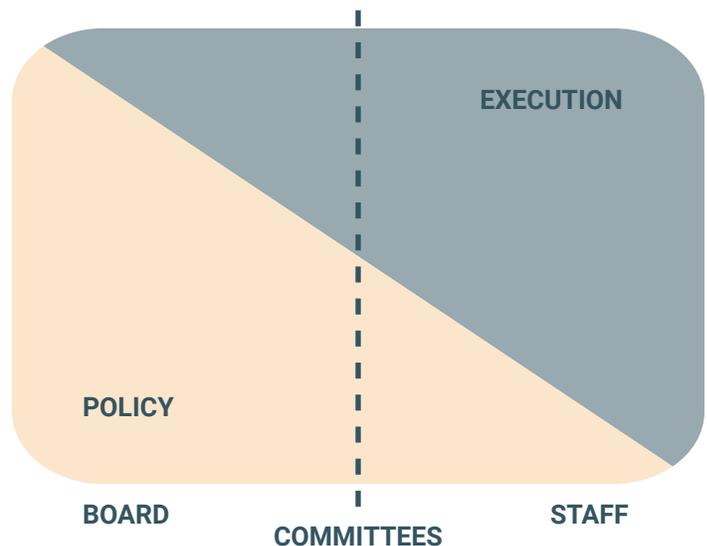
The DBA is governed by a board comprised of up to 22 members representing a variety of property types, businesses and nonprofits, key civic and

institutional partners including the City of Berkeley and UC Berkeley, and non-profits within Downtown Berkeley. As the Downtown Berkeley community continues to evolve, with a growing residential and employee population, it is important that the board adapts to reflect the range of stakeholders that are in the district. As Board seats become available, DBA board and staff should continue to seek viable candidates that diversify the board according to age, race, gender, ability, and stakeholder type.

Committees

To support the successful implementation of the Strategic Plan and other organizational priorities, the DBA can also consider forming committees aligned with the goals of the Strategic Plan. Committees provide a forum for meaningful engagement and allow for a deeper exploration of key issues than is typically possible during full board meetings. While the DBA currently manages three core committees—Executive, Finance, and Governance—there is strong potential to expand this structure to include issue-specific groups that bring in stakeholders with relevant expertise, foster collaboration, and help cultivate the next generation of organizational leadership. Potential committees aligned with Strategic Plan goals are outlined on the following page, while a diagram illustrating DBA staff versus Board versus committee roles is provided below.

Board, Staff, & Committee Responsibilities



- **Clean & Safe Operations:** This committee could offer feedback and guidance to enhance and strengthen DBA's Ambassador program and formalize with other key civic, institutional, and nonprofit partners working on safety and homelessness initiatives in Downtown.
- **Economic Development & Placemaking:** This committee could provide strategic guidance and recommendations to DBA staff and the board related to business support and retention, economic data collection and reporting, outreach to merchants, and public realm enhancements.
- **Marketing, Communications, & Events:** This committee could assist staff and the board in developing marketing, communications and engagement programs, projects and strategies intended to reach, inform, and benefit Downtown stakeholders, and could support events and programming in Downtown in various capacities.
- **Advocacy & Policy:** This committee could provide strategic guidance and recommendations to DBA staff and the board related to policy work and advocacy at the local, regional, or state levels.

Succession Planning

As the Downtown Berkeley Association (DBA) prepares for the future following the successful renewal of the Property-Based Improvement District (PBID), the organization will also begin the important process of leadership succession, as the current CEO plans to retire in 2027. To ensure a smooth transition, the DBA will initiate a structured succession planning process that reflects the organization's goals and values. In late 2026, a search committee should be assembled to guide the process, beginning with the development of a job description aligned with the vision and goals outlined in this Strategic Plan. The committee will also shape a thoughtful recruitment strategy, considering whether to pursue candidates regionally or nationally. After a thorough evaluation of applicants, the search committee will present a recommendation to the DBA Board for approval. To support continuity and knowledge transfer, a 30-to-90-day transition period is recommended, allowing the incoming CEO to work closely with the outgoing leadership and ensure a seamless handoff.

Revenue Diversification

Currently, the DBA relies on PBID assessments for approximately 96% of its total revenue. While this funding model has provided a strong foundation for the organization's core operations, diversifying revenue sources is essential to expanding the DBA's capacity to implement the goals and objectives outlined in this strategic plan. By developing new income streams—such as event sponsorships, contracted services, earned income from merchandise and concessions, and potential partnerships with the City—DBA can strengthen its financial resilience, reduce reliance on a single funding source, and increase its ability to invest in innovative programs and long-term initiatives that enhance Downtown Berkeley moving forward. The DBA can either assign each revenue diversification task to an existing team member based on the newly defined staff roles, or consider hiring a part-time or full-time staff member specifically dedicated to resource development.

Grow sponsorship options (e.g. annual meeting and other DBA events)

A key opportunity for DBA to diversify revenue is to enhance sponsorship options for the events and programming the organization produces throughout the year. By developing tiered sponsorship packages tailored to businesses of varying sizes, the DBA can attract a broader range of partners interested in increased visibility and engagement with the Downtown community. Strategic alignment with local and regional businesses and corporations can foster mutually beneficial relationships that enhance event quality while providing sponsors with meaningful exposure. Additionally, formalizing sponsorship benefits, such as branded signage, digital promotion, and on-site activations, can help demonstrate the value of investment and encourage long-term participation.

Contract services (e.g. other districts)

The DBA can further diversify its revenue by selectively contracting its expertise in clean and safe operations, placemaking, or other services to other PBIDs or commercial districts throughout Berkeley. With a proven track record in cultivating a clean and well-maintained environment and public space activation, the DBA is well-equipped to offer

a range of professional services that can be tailored to the unique needs of other districts. By formalizing service agreements, the DBA can generate new revenue streams while contributing to a more vibrant, attractive, and coordinated citywide commercial landscape. This approach not only reinforces the DBA's role as a leader in downtown management but also fosters collaboration and shared success across Berkeley's diverse business communities.

Earned income (e.g. merchandise, event income)

The DBA can further enhance its financial resilience by generating earned income through the sale of merchandise, food, and beverages at events and other strategic touchpoints throughout the year. By offering branded merchandise that reflects the spirit and identity of Downtown Berkeley, as well as curated food and beverage options during events, the DBA can create a new revenue stream while enriching the visitor experience. The DBA can also explore leveraging sponsorship and advertising opportunities on existing public realm assets including IKE Kiosks, banners, and Big Belly panels. These offerings not only support the organization's financial goals but also strengthen brand visibility and foster a deeper sense of community pride. With thoughtful planning and partnerships—such as collaborating with local vendors and artisans—the DBA can ensure these initiatives align with its mission and values while appealing to both residents and visitors.

501(c)(3) (e.g. grants, philanthropic donations)

Creating a 501(c)(3) organization within the DBA brand offers a key opportunity to tap into new and enhanced revenue sources. Key strategies to diversify funding through the 501(c)(3) include:

- Pursue local, state, federal government, and private foundation grants to fund special projects and initiatives
- Identify opportunities for charitable donations to the 501(c)(3) to fund special projects and physical improvements, small business support, events and promotions, or other initiatives, and actively pursue contributions
- Leverage digital platforms to administer online fundraising campaigns, utilize crowdfunding platforms for specific improvements, or explore

using online platforms to collect donations to ensure the process is convenient and accessible

- Add an annual fundraising event that does not compete with the Chamber of Commerce

Parking revenue share (e.g. if rates increase)

As the City of Berkeley explores potential adjustments to parking rates, the DBA has an opportunity to establish a parking revenue-sharing agreement that could serve as a valuable source of ongoing funding. By collaborating with the City to allocate a portion of any future parking revenue increases to support enhanced services, the DBA can help ensure that additional funds are reinvested directly into maintaining a clean, safe, and welcoming Downtown environment. This arrangement would create a mutually beneficial partnership—enhancing the overall experience for visitors and supporting economic activity—while providing the DBA with a stable and scalable revenue stream to fund and enhance its core programs and initiatives.

Implications for PBID Renewal

Following DBA Board adoption of this Strategic Plan, a Management District Plan (MDP) will be compiled in compliance with California PBID law. A key component required of the PBID Renewal process, the MDP describes the PBID's rationale and objectives, and any changes to base level services with City of Berkeley, district boundaries, benefit zones, service plan and budget, assessment methodology and adjustments, general benefit, and governance structure.

Following development of the MDP, managing property owner petition and ballot campaigns are key subsequent steps to renewing the PBID. Under California state law, property owners representing more than 50% of the assessments to be paid must sign petitions and return ballots. Property owner support for the PBID and will aid in implementation of Strategic Plan recommendations following completion of the PBID renewal process. To prepare for petition, the MDP and an Engineer's Report will be finalized and supporting materials will be developed. The petition will provide an estimated amount of assessment for each property based upon selected characteristics.

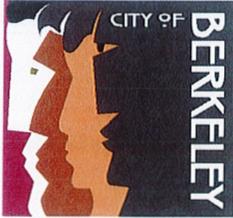


APPENDIX: ONLINE SURVEY RESULTS

Downtown Berkeley Association

STRATEGIC PLAN

June 2025



City Manager's Office

September 10, 2025

Mr. John Caner
Chief Executive Officer
Downtown Berkeley Association
2230 Shattuck Avenue# C
Berkeley, CA 94704

Dear Mr. Caner:

The City of Berkeley is supportive of Downtown Berkeley Association (DBA)'s work to reestablish the Property-Based Business Improvement District (PBID) in the Downtown area. We understand that reestablishing the PBID would ensure the resources available for Downtown revitalization and build the capacity of the DBA/City partnership in promoting a safe, clean and economically vital Downtown.

The City has historically provided a set of base level services in the Downtown area, as outlined in the attached document. Each relevant City department and division was asked to describe their services and staff is committed to continuing to deliver these services in a consistent and professional way into the future subject to funding availability. As the economy continues to fluctuate there may be times when monetary constraints cause the City to reduce budgets affecting base level services.

If you have any questions, please feel free to contact me or David White for further discussion or clarification.

Sincerely,

Paul Buddenhagen
City Manager

cc: David White, Deputy City Manager
Eleanor Hollander, Economic Development Manager

2025
City Of Berkeley Baseline Services
in the Downtown Property-Based Business Improvement District Area

The Downtown Baseline Services listed below are provided by the City Manager's Office, Department of Public Works, the Police Department, the Department of Parks, Recreation and Waterfront, the Office of Economic Development, and the Department of Health, Housing and Community Services. From time to time, the City may need to adjust the level of Downtown Baseline Services due to resource constraints and staffing availability. Also, funding for portions of these services comes through non-City grant sources and may be subject to budget pressures outside of City control.

Department of Public Works (PW)

PW provides the following services within the Downtown PBID boundaries:

Sidewalk Pressure Washing: Staff pressure washes five days per week within the following areas: University Avenue between Martin Luther King Jr. Way and Oxford Street; Shattuck Avenue between University Avenue and Bancroft Way. (Pressure washing for health and safety concerns).

Street Mechanical Sweeping: Staff mechanically sweep five nights per week in the following Downtown areas: University Avenue, Shattuck Avenue, Addison Street, Center Street, Allston Way, Oxford Street, Milvia Street and Martin Luther King Jr. Way.

Public Trash Receptacle Maintenance: Public trash receptacles are emptied daily. Repair of trash receptacles are scheduled as needed and generally within two weeks.

Street and Traffic Signal Maintenance: Street lights are re-lamped or replaced as needed and via regular preventative maintenance. Traffic signals undergo annual inspection and are repaired and maintained as needed. Reports of maintenance activities can be provided upon request.

Sidewalk Sweeping: Staff are assigned to sweep three (3) days per week between 7:30 AM and 11:00 AM on Shattuck Avenue between Hearst Avenue and Dwight Way; University Avenue between Martin Luther King Jr. Way and Oxford Street and Allston Way between Milvia Street and Shattuck Avenue; Center Street between Milvia Street and Center Street and Addison Street between Milvia Street and Shattuck Avenue.

Additional Sidewalk Sweeping or pressure washing: Staff are assigned to sweep or wash as scheduled as overtime funding becomes available for special events, holiday fairs and football games.

Public Graffiti Removal: Public areas are scheduled for weekly graffiti removal once per week performed by Public Works staff. Graffiti on public property service requests are

generally responded to within seven (7) working days. If PW staffing levels are unable to perform this work, PW will provide DBA with graffiti removal supplies at the City's cost.

Curb Painting and Sign Maintenance: Maintenance of curb and street markings is scheduled for renewal every eighteen (18) months or as needed when markings are no longer legible: Public traffic, warning or informational signs are scheduled for repair or replacement as needed. Service calls of this nature are generally handled within two weeks.

Hand-sweeping (Downtown Streets Team): Sweeping services are scheduled Sunday through Saturday for 70hrs. Ongoing service is subject to funding availability for Downtown Streets Team.

Illegal Dumping and Unattended Property Removal: Illegal dumping within the public-right of way is handled in two basic ways either Public Works staff removes the dumping, or the responsible party is located, and the responsible party removes it. Public Works is generally able to remove illegally dumped items within three business days.

Parking Services: Parking garages and maintenance of metered areas (pay stations).

Storm System Maintenance: Semi-annual cleaning of storm systems in commercial areas.

Sewer Maintenance: Sewer Maintenance 24-hour service.

Street Signage: As resources allow, replacement of street signage that is no longer legible or visible.

Protest or Demonstration Assistance: At the request of BPD, PW staff assists with traffic and pedestrian control for protest demonstrations and emergency board-ups.

Commercial Business Emergency Board-ups: PW staff will perform emergency board-ups during extreme weather or other emergencies adequate to ensure public safety. Otherwise, private property owners bear the responsibility to make vandalism repairs to secure against breaches. Request for this service from PW is directed at the request of BPD.

Berkeley Police Department

Community Services Bureau – Bicycle Officers and Area Coordinator

The Community Services Bureau (CSB) of the Berkeley Police Department is composed of the Area Coordinators and the Bicycle Team. One Area Coordinator is assigned specifically to the Downtown area, serving as a liaison to both businesses as well as residents. This role focuses on identifying and addressing ongoing public safety concerns using a problem-oriented policing framework emphasizing collaborative, tailored interventions that serve the community and the individual.

The Bicycle Team currently includes one (1) sergeant and five (5) officers. Their primary

responsibility is to provide patrol coverage in the city's business districts and other areas identified as high-priority based on community concerns and department data. While their core focus remains in retail districts, this team also functions as the Department's most flexible resource. As such, they are regularly tasked with supporting search warrant operations, assisting with community events, and filling unstaffed patrol beats. Like the Area Coordinator, the Bicycle Team applies a problem-solving approach to policing, prioritizing long-term, community-based solutions to locations that are part of the DBA.

Patrol Beat Coverage – Downtown Business District

The Department is committed to maintaining regular patrol coverage across all designated beats, including those in the Downtown Business District, which spans four patrol beats under the current configuration. This coverage ensures a consistent presence in the Downtown area, with four officers assigned during peak hours and two officers maintaining visibility during early morning hours. Staffing levels currently support the following schedule for DBA-related beats:

Monday – Thursday:

- Two officers on duty from 1:30 AM to 11:00 AM
- Four officers on duty from 11:00 AM to 1:30 AM the following morning

Friday – Sunday:

- Two officers on duty from 1:00 AM to 12:30 PM
- Four officers on duty from 12:30 PM to 1:00 AM the following morning

While the Department is committed to sustaining this level of service, actual deployment is dependent on staffing availability and cannot always be guaranteed

Department of Parks, Recreation and Waterfront

Within Downtown PBID boundaries the Parks Division maintains at least 860 trees, Civic Center Park, the Old City Hall landscape, and all the traffic medians, parking bay strips and other planters. Exceptions to this maintenance include bioswales; planter areas adopted by DBA, property owners; tree wells and designated areas for art installations. They provide the following specific services:

Landscape Maintenance Gardener Unit: This unit performs routine and responsive maintenance activities including, but not limited to the following:

1. As needed graffiti abatement;
2. Mowing, edging, and trimming;
3. Weed abatement;
4. Removal of unattended property; and
5. Collection of litter and debris in Civic Center Park, Old City Hall Park, 2180 Curtilage and the medians and all associated maintenance.

Urban Forestry Unit: This unit plants new trees in empty tree wells and elsewhere in Downtown (resources permitting), removes dead and diseased trees, prunes trees and roots,

responds to emergency calls (e.g., fallen trees and branches), and provides other maintenance as needed.

Building and Facilities Maintenance Unit: This unit oversees the maintenance of site furnishings such as benches and the upkeep of hardscape surfaces within Civic Center Park and the Old City Hall Park grounds. Responsibilities also include irrigation system maintenance, graffiti removal, and the repair of damage resulting from vandalism within both park areas and the associated traffic medians.

Office of Economic Development

The Office of Economic Development (OED) provides a range of services to Downtown businesses, cultural institutions, property owners and potential investors. OED staff provide permit assistance, site location assistance, marketing assistance and access to economic data. OED staff also work closely with the Downtown Berkeley Association and provide staffing support for the Downtown PBID Owners' Association Board.

Department of Health Housing and Community Services

Mobile Crisis Team: Mobile Crisis Team provides Downtown and City-wide crisis intervention services to persons needing assistance with a mental health crisis and respond to other requests for crisis assistance. Mobile Crisis Team services are provided where people are located at the time they need services.

Homeless Outreach: Homeless Outreach services, provided by community agency partners with whom the Department contracts, are available to persons who are homeless and wanting assistance with securing community resources. These services are designed to assist people who are having difficulty using housing, financial, medical, and social services resources.

Housing and Homeless Services Programs: The City contracts with community agency partners to provide homeless people in Downtown with a range of services including showers, case management and access to emergency, transitional and permanent housing opportunities. (See below for additional City Homeless Outreach / Home Response Team resources.)

City Manager's Office, Neighborhood Services Division

Homeless Outreach/Homeless Response Team: Homeless Outreach services are available to persons who are homeless and wanting assistance with securing community resources. These services are designed to assist people who are having difficulty using housing, financial, medical, and social services resources. The Homeless Response Team prioritizes health and safety issues and unavoidable operational impacts when triaging requests for outreach across the City.

Code Enforcement Unit: This unit enforces the Berkeley Municipal Code against a wide range of Municipal Code violations in the Downtown, and coordinates with other departments to enforce other code violations (Fire, Building, Zoning, etc.) as needed. The enforcement activities of this unit are typically complaint-driven.