



DOWNTOWN ALAMEDA

January 31, 2024

Abby Thorne-Lyman  
Base Reuse and Economic Development Director  
950 West Mall Square, 2<sup>nd</sup> Floor  
Alameda, CA 94501

Dear Ms. Thorne-Lyman;

As President of the Downtown Alameda Business Association, I am pleased to submit the attached BIA Activity Report, listing of the current Board of Directors and financials.

Since our inception, Downtown Alameda has been on a singular quest to create a unique, vibrant and welcoming district in Alameda. We have worked tirelessly for our property owners, businesses, and downtown stakeholders because we know that when our downtown succeeds, the city prospers and improves the quality of life across our Island Community.

Downtown Alameda Business Association seeks to make Alameda, especially the Downtown, a vibrant and vital community which embraces diverse offerings of services, shopping, entertainment and dining experiences. We wish to cultivate a district where arts and leisure are promoted, enjoyed and appreciated. We do this while keeping our community and visitors safe and eager to explore our locally owned shops and restaurants.

As we move ahead, we value the continued creative collaborations with the City of Alameda and key partnership organizations, including West Alameda Business Association and the Alameda Chamber & Economic Alliance. These dynamic, robust and unifying partnerships combine resources and support the local business community with a steadfast commitment to listen and respond to evolving needs of the businesses and the community to each other's benefit.

In 2024, Downtown looks forward to continuing to implement new activities and events while continuing to enhance familiar events and activities which will support our members and provide memorable experiences for our community. The enthusiastic return of the Art & Wine Faire and the launch of the Winter Market has highlighted the community's support of such events. We look forward to discussing the future configuration and uses of the public spaces in the area, and to continue to move our community forward together.

Attached we have provided an overview of the activities and accomplishments for FY 2023/24, our current work plan for 2024, as well as our Board approved budget and required financial records.

Sincerely,

Sadiya Kazi-Koya, Board President  
Downtown Alameda Business Association



## Proposed Assessment for Business Improvement Area Fiscal Year 2024/2025

### **INTRODUCTION:**

The Downtown Alameda Business Association is recommending a BIA budget of one hundred ten thousand dollars (\$110,000) in restricted funds for the Downtown Alameda Business Association for fiscal year 2024/2025. This recommendation is based on the actual income derived from the BIA assessment in fiscal 2023/2024.

### **BUDGET:**

The BIA provides one of the funding sources for the entire scope of the activities proposed in this report. We support the customary annual CPI increase and continuation of the current billing timeline. The other source of revenue are funds raised by the Downtown Association special events. With major fundraising events beginning to return, our budget has been adjusted to reflect the current situation.

### **MEMBERSHIP PROFILE:**

Over 400 merchants comprise the current boundaries of the downtown district including 110 popular restaurants, bars, and casual eateries. The district welcomed 28 new businesses in 2023. The breakdown is as follows:

- 28% Services
- 27% Beauty & Health
- 21% Food & Drink
- 18% Retail
- 6% Other

### **STRATEGIC PLANNING:**

In 2020 we launched our Strategic Plan, a five-year road map that has guided our path forward. Now, four years into implementation, the vision, values and priorities remain more relevant than ever. With this roadmap in place, our Board and Committees are able to set priorities, focus energy and resources to ensure that all stakeholders are working toward these common goals. As we set our sights and priorities on creating the 2025 Strategic Plan to continue to guide us forward, we evaluate our past accomplishments and incorporate membership goals and priorities.

### **COMMITTEE STRUCTURE**

We continued to implement work plans and focus priorities amongst our three (3) committees: Outreach, Clean, Green & Safe, and Marketing. This implementation has enabled us to empower the committees to create more functional work plans that are aligned to the stated priorities that have emerged throughout our strategic planning process as well as deftly respond to new challenges as they emerged.

## **ACTIVITIES:**

2024 marked the long awaited return of our beloved community event, the Downtown Alameda Art & Wine Faire. The community eagerly embraced the 36th year of the event and it was a success on all fronts. In addition to the Art & Wine Faire, Downtown Alameda hosted four Alameda Strolls events: Whiskey Stroll, Rock & Roll Beer Stroll, Autumn Wine Stroll and the free, family-friendly, Hot Cocoa Stroll, all eagerly and enthusiastically attended by our community. The inaugural Winter Market was a friendly kick off to the holiday season mixing sparkle & fun. This first time event showcased local vendors & purveyors in a new event footprint. With the iconic Alameda Theatre marquee as the backdrop, families gathered to enjoy live entertainment, festive sips and delicious bites. As daytime turned to dusk, the twinkle of lights offered a warm welcome to attendees of the Hot Cocoa Stroll and paired nicely with the City's Holiday Lighting ceremony.

These events are not possible without the support of local volunteer groups. With our non profit partners we were able to generate \$5,500 in donations to several worthwhile local organizations.

Continuing our community connection, our social media marketing is a key component to engage and inform beyond our business community. We actively committed to increasing our presence and interaction and this connectivity enables us to interact directly with our neighbors. By finding new opportunities to share personal stories and insights from businesses, we are able to offer informative, uplifting and engaging content. Using our platform we are also able to enhance the visibility of our businesses by amplifying their messages to our followers and inviting them to reciprocate, compounds the benefits. This engagement has proven successful. Our Instagram followers increased by 28% and Facebook by 3% since January of 2023 (Since 2020 Instagram has increased by 281% & Facebook by 21%).

In advance of the holiday season, we created and launched our **I am Local/We are Local** initiative to introduce our community to the individual business owners. This campaign has been so well received that the program will continue throughout 2024 and expand in new and exciting ways. The program will continue to broaden to include customers and vendors who are crucial in the support of Alameda small businesses.

Taking direction from our Board and membership, important advocacy issues were addressed. From supporting the continuation of the Commercial Streets, to assisting new businesses who set their sights on opening, to addressing the complex issues of code compliance, homelessness, parking and graffiti, we worked in partnership with the City and other business groups to effect changes that support Alameda's business community.

This last year, the evolution of the Commercial Streets and Parklet Program from temporary to more permanence was a priority. These spaces continue to provide a vital lifeline to economic recovery, enabling businesses to activate the additional space and expand their footprint at a still critical time. It is clear that the benefits of the parklets go beyond the individual permit holders. These outdoor gathering areas provide a welcome source of economic vitality and energy to the entire district. The November of 2023 Council vote to continue this program supported the vibrancy of the district and ensured its safety; by committing to purchase decorative concrete barricades. We continue to work closely with the Economic Development, Public Works & Planning Department team in advance of the planned 2024 restriping of Park Street to offer valuable 1:1 guidance to permit holders, many with site-specific needs, who are interested in continuing their participation in this vital program.

## **FINANCIAL HEALTH:**

With the unprecedented success of the return of the Art & Wine Faire in the summer of 2023, we enter the new fiscal year with adequate funds to begin rebuilding revenue streams and reserves to meet our policy goals. The resumption and addition of fundraising events has enabled us to begin that crucial rebuilding process. We will continue to closely monitor our budget and will review and adjust quarterly. The Downtown Association continues a regular review of our monthly financial reporting (QuickBooks) by outside accounting management. We also have increased oversight by our Treasurer of banking, financial planning, and financial obligations of the Downtown Association.

## **LEADERSHIP:**

The focus of the Downtown Alameda Business Association looks beyond the support, safety and advocacy for the businesses and their staff who comprise our district. We strive to make Alameda, especially the Downtown, a vibrant community which embraces diverse offerings of services, shopping, entertainment and dining experiences. To foster a district where arts and leisure are promoted, enjoyed and appreciated. We do this while keeping our community safe and eager to explore our locally owned shops and restaurants. Leading this effort is Executive Director, Kathy Weber.

Our Board leadership is demonstrated by significant involvement of all Board members and Officers.

We continue our leadership plan using the positions of President-Elect, President and Past President, as well as Treasurer and Secretary to have an effective Executive Committee which provides continuity while inviting new ideas and approaches. Our Officers hold office on a calendar year basis, making an effective bridge through our fiscal year planning. We have been provided with the strong leadership of Jone Stebbins and Ron Mooney over the past year, and now Sadiya Kazi-Koya leads as our President.

## **CONCLUSION:**

The Downtown Alameda Business Association would like to thank the Alameda City Council, City Manager, Economic Development and Community Services, Alameda Police, Public Works, Planning and Finance Departments for their support of the business community. The work that we have accomplished would not have been possible without the dedication of the City of Alameda's leadership and staff. From the activation of the Commercial Streets Program, parklet permitting, public safety and Shop Local campaigns, their focus on the preservation and support of our business community has been clear and unwavering. The joint collaboration with the City and business community illustrates that the BIA is a valuable tool in our continuing efforts to support Downtown Alameda and sustain our Historic District.

In 2020 we launched our Strategic Plan, a five-year road map that is a valuable guide for our path forward. Now, four years into implementation, the vision, values and priorities remain more relevant than ever.

### **Strengthen Membership**

Provide value in membership by offering business training and workshops in areas of interest. Encourage members to fully participate in activities by reducing barriers and seeking feedback. Ensure the Association Board is strong and healthy.

### **Improve Downtown Amenities**

Act and advocate to improve Physical Amenities and the Business Climate. Create a comprehensive, prioritized plan for improving cleanliness and stewarding resources. Improve public transportation & parking. Make the arts a prominent feature, and support the use of Chochenyo Park for events.

### **Promote Downtown**

Promote the district in a way that serves our members, the Association, and the citizens of Alameda. Generate awareness of, and excitement about, Downtown Alameda and its businesses.

### **Anticipate Trends**

Respond to market trends as our customer base, and the nature of commerce itself, shifts and evolves. Share best practices, innovative models, and relevant economic data with membership.

### **Reenvision Events**

Re-examine and analyze the value of the Association's large street events while maintaining sufficient income to meet operating costs and achieve strategic priorities.

### **Welcome Arch**

Define Downtown Alameda as a distinct destination and welcome travelers crossing the Park Street bridge by constructing a signature landmark "Welcome" arch over Park Street.

With this roadmap in place, our Board and Committees are able to set priorities, focus energy and resources to ensure that all stakeholders are working toward these common goals. As we set our sights and priorities on creating the 2025 Strategic Plan to continue to guide us forward, we will evaluate our past accomplishments and incorporate membership goals and priorities.



### Strengthen Membership

- Welcomed 16 new Downtown businesses.
- Assisted 16 businesses in successfully applying for continuation in the Parklet Program.
- Promoted the City's Facade Grant Program that resulted in 13 business and property owners submitting applications, with 11 grants awarded.
- Facilitated regular communication with member businesses and gained feedback through a return of Monthly Mixers, Town Halls, email updates, surveys, and personal visits.
- Hosted and promoted conversations with APD Chief Joshi & APD Officers to discuss Downtown public safety concerns.
- Worked with City Staff, Outreach resources, and APD to assist with chronic homelessness issues. Worked 1:1 with businesses targeted by an unwell individual. Provided resources and guidance for filing letters of no trespass, encouraged reporting of violations, pressing charges and writing victim impact statements for the court. DABA continues to monitor the case and provide updates to impacted business owners.
- Maintained and expanded a web listing of available properties in the downtown district.
- Provided ongoing resources for ADA Compliance.

### Improve Downtown Amenities

- Activated programming and maintenance of the al fresco dining area on Alameda Avenue.
- Focused on the removal of temporary signage, plywood, and graffiti. Targeted specific buildings and areas for review. Met with tenants, property owners and brokers to inform them of resources available and potential code violations that resulted in remediation of multiple areas.
- Developed an action plan to address areas such as the block north of Park Street & Lincoln Ave. Worked with new tenants who invested in exterior improvements; Building owner installed under-awning spikes to deter birds/bird droppings; Made facade grant funding conditional on the removal of plywood as appropriate.
- Worked closely with CASA and Okapi Reusables in establishing a reusable coffee cup program in the community. Currently 3 of 8 locations are in Downtown Alameda.
- Identified existing, and established new systems for reporting maintenance needs and monitoring cleaning that includes the resumption of monthly district walks, usage of SeeClickFix and direct reporting.
- Worked with the City to establish a system of reporting needs and requesting contract management & oversight. Established an ongoing schedule of power washing of sidewalks in the entire district utilizing L&L funds.

- Acquired nine new, and installed a total of thirty-one new lighted decorations for Holiday 2023.
- Designed and ordered 50 new flags for installation from January-May 2024. Expanded the installation area for holiday flags to include Park Street at Buena Vista, Central Avenue and Santa Clara Avenue.

### **Promote Downtown**

- Increased Instagram followers by 28% and Facebook by 3% since January of 2023 (Since 2020 Instagram has increased by 281% & Facebook by 21%).
- Expanded email communications to promote downtown businesses and activities and increased subscribers by 16% in 2023.
- Developed relationships and collaborated with local and regional influencers to promote and attend events.
- Increased exposure and amplified messaging for downtown businesses on social media by reposting when they use #downtownalameda and @downtownalameda.
- Partnership and support of local non profit organizations totaled \$5,500.
  - Partnered with Alameda Food Bank, FAAS and All Good Living for our Strolls. A total of over \$1,500 was raised for these organizations.
  - Partnered with Alameda Food Bank, FAAS, the Rotary Club, The American Legion of US Veterans and the Elks to host beverage booths during the Art & Wine Faire, resulting in a total of over \$4,000 in donations to these organizations.
- Collaborated with the City to promote retail and restaurant promotions including Alameda Restaurant Week, and the Holiday & Shop Local spending campaign.
- Collaborated with the Alameda Chamber & Economic Alliance and West Alameda Business Association to promote the *Visit and Shop Alameda Gift Card (17 of 26 participants are located in Downtown Alameda).*

### **Reenvision Events**

- The return of the Art & Wine Faire was warmly received and eagerly attended. The event also included an expanded *Authentically, Alameda* area focused on local vendors, purveyors and entertainment.
- The addition of a new Winter Market event, hosted in a smaller footprint for a street closure event, was successful and set the stage for a new series of Seasonal Market events that showcase seasonal sips, local vendors, purveyors and entertainment with the historic Alameda Theatre marquee as the inviting backdrop.
- Hosted Four Alameda Strolls events (Whiskey Stroll; Rock & Roll Beer Stroll, Autumn Wine Stroll, Hot Cocoa Stroll).

- Increased volunteer opportunities. The addition of new events has created a robust list of volunteers composed of individuals, businesses and organizations. A Volunteer appreciation program has enabled us to continue to engage returning volunteers and encouraged recruitment of friends/associates to expand our roster.
- Downtown Alameda continued as one of the lead organizers involved in the planning and production of the expanded 2nd Annual *Pride In The Park* events at Chochenyo Park. The *Pride Block Party* at Alameda Avenue was a welcoming, family-friendly and enjoyable component of the weekend-long slate of activities in the district.

### **Staff & Board Involvement**

- Board members continue to provide valuable input for City-led programs such as the Commercial Streets Program and Economic Development projects.
- Staff participation in monthly CARES Team meetings and focused Business District Homeless Outreach meetings.
- Staff and Board continue to collaborate and have regular communications with City staff and local business organizations including: West Alameda Business Association, Alameda Chamber & Economic Alliance, EGA, and CASA.



As our staff and the Board leadership continue to implement the Strategic Plan outlined above, our Work Plan identifies and creates a clear path to prioritize those goals and objectives. In addition to the committee objectives listed below, Downtown Alameda will continue to work closely with the West Alameda Business Association to identify and address issues of importance to our stakeholders and the small business community.

### **OUTREACH COMMITTEE:**

Develops and maintains relationships with stakeholders and important entities including local businesses, property owners, City staff, and various government agencies.

### **2024/2025 Objectives:**

1. Begin 2025 Strategic Plan review process to identify vision and goals.
2. Address Vacancies. Work with the City on marketing business opportunities. Improve aesthetics of vacant storefronts.
  - a. Explore the pros/cons for advocating the establishment of a Vacancy Tax for Commercial properties in the district/city-wide.
  - b. Work with City Staff on adjusting the uses allowed in the Zoning Ordinance for the District.
  - c. Identify types of businesses that would be desired. Work with the City and brokers to recruit prospects. Continue to market Properties Available on website.
  - d. Consider Window Art/Displays: Help address concerns with: insurance issues, access. Partner with community organizations. Explore partnership opportunities with brokers for signage sponsorship.
3. Focus on the prevention and removal of graffiti.
  - a. Educate businesses & property owners on mitigation strategies.
  - b. Work with City officials to continue code compliance/enforcement and look for opportunities to streamline the process to report, inform and comply.
4. Support continuation and expansion of the Facade Grant program.
5. Work with City Staff, Outreach resources, and APD to assist with the homeless population.
  - a. Provide resources to business and property owners to address concerns on public & private property.
6. Work on keeping the Alameda Avenue area viable for everyone.
  - a. Expand the Alameda Avenue experience.
7. Explore partnerships with private parking lot owners for public access after hours.
8. Work with the City to reinstate an 'Ambassador' program to the District.

### **CLEAN, GREEN & SAFE COMMITTEE:**

Plans and executes key programs that are vital to the Downtown Association including managing the L&L Assessment and operational functions for street maintenance, event execution, and volunteers.

### **2024/2025 Objectives:**

1. Work with the Marketing Committee to continue installation of a new Holiday Decor & Lighting Program.
2. Establish a Banner and Flag program to install custom banners and flags and replace brackets & poles as needed.
3. *Support fundraising opportunities for the Association.*
4. Strengthen a volunteer program to support downtown activities and member involvement.
5. Invite active engagement with District members and stakeholders.
  - a. Continue Monthly Mixers and coordinate impactful programming.
  - b. Establish a series of Block Meetings to engage 1:1 with members and address issues concerns and invite participation in organizational activities.
6. Establish a Farmers Market on Alameda Avenue by Spring/Summer 2024.
7. Continue activation of Alameda Avenue, improve amenities and begin activities to include a Farmers Market, pop-up incubator program and entertainment.
8. Continue advocacy for long-term opportunities for the Commercial Streets and the Parklet Program.
9. Work with the City to create an Anti-Litter Campaign to include community re-education and awareness.
  - a. Reinstate and expand the *Tidy Up Tuesday!* Program.
10. Work with the City to install directional parking signage.
11. Continue ongoing systems for monitoring cleaning and reporting needs.
12. Work with the City to reinstate an 'Ambassador' program to the District.

### **MARKETING COMMITTEE:**

Develops the Downtown Association's long-term marketing plan, creating a consistent brand and key messaging strategy to bring visitors to the downtown; plans and implements public events.

### **2024/2025 Objectives:**

1. Begin 2025 Strategic Plan review process to identify vision and goals.
2. Create an event structure to include:
  - a. Strolls (4 per year)
3. Continue to refine annual events: Art & Wine (July 2024) and initiate Seasonal Spring Market (2024).
4. Create revenue-generating activation on Alameda Avenue.
5. Establish a Weekly Farmers Market on Alameda Avenue.
6. Collaborate with the City on planning and promoting Alameda Restaurant Week and shop local campaigns.
7. Continue promotion of the district and its businesses through consistent social media messaging and relevant advertising & promotional opportunities.
8. Strengthen communication to the public to generate excitement about Downtown Alameda.
9. Enhance communication to the Membership via email, online opportunities, Monthly Mixers and personal visits.
10. Work with select nonprofit organizations to support local organizations and engage the community.



## 2024 Board of Directors

### Officers

**President** - Sadiya Kazi-Koya, [Swings and Wings](#)

**President-Elect** - Ron Mooney, [Daisy's](#)

**Past President** - Jone Stebbins, [Honey Salon](#)

**Treasurer** -

**Secretary** - Sabrina Cazarez, [Twirl](#)

### Directors At Large

Naomi Berghoef, [Mommy's Trading Post](#)

Casey Hunt, [alley & vine](#)

Mike Yakura, [Spinning Bones](#)

Tony Yu, [Pampered Pup](#)

### Committee Chairs

**Marketing** - Shannon Marsden, [Julie's Coffee & Tea Garden](#)

**Outreach** - Steve Busse, [Park Centre Animal Hospital](#)

**Clean, Green & Safe** -



	<b>Full Year</b>
<b>BUDGET Item</b>	<b>Approved 1/25/2023</b>
<b>INCOME:</b>	<b>2023-2024</b>
<b><u>Unrestricted</u></b>	
Misc. Income (Assoc Members, P Lot, other misc)	\$8,000
Grant income (City ... )	
Stroll Events (4 events ) {Net!}	<b>\$80,000</b>
<b>Seasonal Markets / Alameda Ave {Net!}</b>	<b>\$20,000</b>
<i>AWF + May Event</i>	\$95,000
<i>Use of loan / reserve (Not Income~!)</i>	
<b>Unrestricted Funds Sub Total</b>	<b>\$203,000</b>
<b><u>Restricted</u></b>	
BIA Payments	\$102,000
Alameda Avenue (City of Alameda)	
<b>Restricted Income Sub Total</b>	<b>\$102,000</b>
<b>Funds to Use Grand Total</b>	<b>\$305,000</b>
<b>EXPENSES:</b>	
<b><u>Unrestricted</u></b>	
<b>Executive Director Salary (Combine w/ Memb Coord.)</b>	100,000
Employer Taxes & WC	12,000
Meetings/Trainings (Outreach / Marketing)	3,000
Outside Services & Office Exp	3,750
Board Authorized Reserve	0
Alameda Avenue Operations	20,000
Event Coordinators Wages (incl tax, w/ Member Serv 2/3 Total)	37,500
Advisory Committee Program	0
Debt Payment (SBA loan) {QB= Interest & Finance Ch	\$7,800
Transfer to Restricted Programs (initatives & support)	
<b>Sub Total</b>	<b>\$184,050</b>
<b><u>Restricted (BIA paid)</u></b>	
Utilities	\$2,400
Member Meetings & Awards (Membership Program)	\$0
Exec Dir. wages (Membership allocation)	\$20,000
Employer Taxes & Workers Comp (Restricted)	\$2,400
Marketing Program. (Promotion )	\$10,000
<b>Accounting / Tax Prep</b>	<b>\$7,500</b>

2023-24 Downtown Budget (PSBA)

Postage/Printing	\$1,000
Supplies	\$500
Marketing / Event Coordinator (6 mos ) Employee	
Marketing Consultant/Internet Media	\$20,000
<b>Liability/D&amp;O Insurance</b>	\$3,000
<b>Office Rent</b>	\$32,000
Other Office Costs	\$1,500
Outreach Committee (Econ-Gov Relations Program)	\$1,000
Website - Maint. & Email & online programs	\$2,500
CAMSA/CDA Conference	\$1,000
<b>Sub Total *</b>	104,800
<b>Expenses Grand Totals</b>	<b>288,850</b>
<b>Reserve to be Budgeted (reduction)*</b>	<b>\$ 16,150.00</b>





	<b>Full Year</b>
<b>BUDGET Item</b>	<b>Approved 1/31/2024</b>
<b>INCOME:</b>	<b>2024-2025</b>
<b><u>Unrestricted</u></b>	
Misc. Income (Assoc Members, P Lot, other misc)	\$8,000
Grant income (City ... )	
Stroll Events (4 events ) {Net!}	<b>\$60,000</b>
<b>Seasonal Markets / Alameda Ave {Net!}</b>	<b>\$40,000</b>
<i>AWF</i>	\$95,000
<i>Use of loan / reserve (Not Income~!)</i>	
<b>Unrestricted Funds Sub Total</b>	\$203,000
<b><u>Restricted</u></b>	
BIA Payments	\$110,000
Alameda Avenue (City of Alameda)	\$20,000
<b>Restricted Income Sub Total</b>	\$130,000
<b>Funds to Use Grand Total</b>	<b>\$333,000</b>
<b>EXPENSES:</b>	
<b><u>Unrestricted</u></b>	
<b>Executive Director Salary</b> (Combine w/ Memb Coord.)	100,000
Employer Taxes & WC	12,000
Meetings/Trainings (Outreach / Marketing)	3,000
Outside Services & Office Exp	3,750
Conferences	0
Alameda Avenue Operations	10,000
Event Coordinators Wages (incl tax, wc w/ Member Serv 2/3 Total)	64,250
Advisory Committee Program	0
Debt Payment (SBA loan) {QB= Interest & Finance Cha	\$10,000
Transfer to Restricted Programs (initatives & support)	
<b>Sub Total</b>	<b>\$203,000</b>
<b><u>Restricted (BIA paid)</u></b>	
Utilities	\$2,400
Member Meetings & Awards (Membership Program)	\$0
Exec Dir. wages (Membership allocation)	\$20,000
Employer Taxes & Workers Comp (Restricted)	\$2,400
Alameda Ave - Restricted programming	\$20,000
Marketing Program. (Promotion )	\$10,000

2024-25 Downtown Budget (PSBA)

<b>Accounting / Tax Prep</b>	\$7,500
Postage/Printing	\$1,000
Supplies	\$500
Marketing / Event Coordinator (6 mos ) Employee	
Marketing Consultant/Internet Media	\$20,000
<b>Liability/D&amp;O Insurance</b>	\$3,000
<b>Office Rent</b>	\$33,000
Other Office Costs	\$1,500
Outreach Committee (Econ-Gov Relations Program)	\$1,000
Website - Maint. & Email & online programs	\$2,500
Board Authorized Reserve (~ 5%)	\$5,200
<b>Sub Total *</b>	130,000
<b>Expenses Grand Totals</b>	<b>333,000</b>
<b>Total Income less Total Expense</b>	<b>\$ -</b>