



Downtown Chula Vista Association –Board of Directors’ Meeting

Wednesday, January 10, 2024, at 8:00 AM

In-Person: DCVA Office (353 Third Avenue, Chula Vista, CA. 91910)

Virtual Link: <https://us06web.zoom.us/j/82639703921>

or call 1-669-900-6833 / Meeting ID: 826 3970 3921 / Passcode: 1982

1. Introductions / Dr. Gonzalo Quintero, Board President
2. Public Comment & Announcements (3-Minutes Max Per Person)
Please keep comments directed to non-agenda topics.
3. Community Reports:
CVPD, Senator Padilla’s Office, Supervisor Vargas’ Office, Mayor McCann’s Office, Councilmember Preciado’s Office
4. Review of the Minutes from the December 13th, 2023 Meeting *Action Item* P. 3 - 11
5. Committee Reports:
 - Executive Committee / Dr. Gonzalo Quintero, Board President
 - a. Review of FY23 Year-End Draft Financial Reports *Action Item* P. 12 - 19
 - b. Review and Adoption of the Final FY24 Annual Budget *Action Item* P. 20 - 21
 - c. Status of Recent County Grant Applications
 - d. Status of City Grant from Downtown Parking District to Maintain Landscaping
 - e. City of Chula Vista: Third Avenue Task Force Update
 - f. Next Meeting: **Wednesday, February 7th, 2024 at 8:00 AM at the DCVA Office**
 - District Identity & Placemaking Committee / Ron Richie, Committee Chair P. 22 - 24
 - a. Olive Public Relations Recap / Sydney Costales
 - b. Downtown Chula Vista Farmer’s Market Sun./Weekly
 - c. Third Avenue Amenity Deployment: Tables & Chairs Sets
 - d. RFP for District Monthly Public Relations & Social Media Services
 - e. Amps & Ales Special Event Task Force
 - f. Next Meeting: **Wednesday, January 17th, 2024 at 9:00 AM at the DCVA Office**
 - Civil Sidewalks Committee / Dr. Gonzalo Quintero, Committee Chair
 - a. Third Avenue Streetscape Landscaping: Progress of Phase II/III Rehabilitation
 - b. RFQ for District Quarterly Pressure Washing Services
 - c. New Recycling Receptacles to be Installed Downtown
 - d. Downtown Chula Vista’s Good Neighbor Agreement *Action Item* P. 25

WHERE CULTURE & COMMUNITY MEET

DOWNTOWN CHULA VISTA ASSOCIATION

353 THIRD AVENUE • CHULA VISTA, CALIFORNIA 91910

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- e. Next Meeting: **Wednesday, January 24th, 2024 at 9:00 AM at the DCVA Office**

Land Use & Project Review / Joseph Raso, Committee Chair

- a. Urban Land Institute: Technical Assistance Panel (TAP): Update
 b. Reconfiguration of Park Way Streetscape to Allow for Diagonal Parking: Update
 c. Digital Wayfinding Signage or Kiosks on Third Avenue: Update
 d. Next Meeting: **Wednesday, January 31st, 2024 at 9:00 AM at the DCVA Office**

P. 26 - 29

6. Other Business

7. Next Meeting: **Wednesday, February 14th, 2024 at 8:00 AM**

8. Adjournment

Action Item

BROWN ACT. Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72-hours prior to a regular meeting. The Corporation posts all Board and Committee agendas at 353 Third Avenue, Chula Vista, CA 91910 and on the DCVA/GTAIA website. Action may not be taken on items not identified as such and posted on the agenda. Meeting facilities may be accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Michelle T de Mercado at 619-422-1982 or via email at info@downtownchulavista.com at least 48-hours prior to the meeting.



Downtown Chula Vista Association – Board of Directors’ Meeting
Wednesday, December 13, 2023, at 8:00 AM
In-Person: DCVA Office (353 Third Avenue, Chula Vista, CA. 91910)
Virtual Link: <https://us06web.zoom.us/j/82639703921>
or call 1-669-900-6833 / Meeting ID: 826 3970 3921 / Passcode: 1982

PRESENT: Dr. Gonzalo Quintero, Kevin Lewis, Ron Richie, Kevin Pointer, Joe Raso, Joe Warren, Eric Vaca, Helmer Rodriguez, Kevin Rhodes, Jose Barajas

ABSENT: N/A

GUESTS: Cynthia Kauai, Karen Schulman, Jennifer Von Stauffenberg, Cree Jones, and Sydney Costales (Olive PR), Catt Fields White (San Diego Markets)

STAFF: Marco Li Mandri, Dominic Li Mandri, Shirley Zawadzki, Jeri Keiller, Monica Montes

MINUTES:

<i>Item</i>	<i>Discussion</i>	<i>Action Taken?</i>
1. Introductions / Dr. Gonzalo Quintero, Board President	The meeting was called to order at 8:00 a.m. by District Manager, Dominic Li Mandri. Dominic reviewed the meeting etiquette and introductions were made.	<i>No action taken.</i>
2. Public Comment (3-Minutes Max Per Person) <i>Please keep comments directed to non-agenda topics.</i>	Nothing to report.	<i>No action taken.</i>

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<p>3. Community Reports: CVPD, Senator Padilla's Office, Supervisor Vargas' Office, Mayor McCann's Office, Councilmember Preciado's Office</p>	<p>3. Cynthia Kauai reported that Chula Vista Mayor, John McCann, had an exciting time at the Starlight Parade and Festival, and wanted to applaud the City's and the Association's hard work in making the event possible.</p>	<p>3.No action taken.</p>
<p>4. Committee Reports: Executive Committee / Dr. Gonzalo Quintero, Board President</p> <p>4.a. Review of FY23 January – November Draft Financial Reports</p>	<p>4.a. Dominic reported that an updated report packet was distributed yesterday as Shirley Zawadzki, Jeri Keiller, and Dominic had been finalizing the year-end draft financials found on pages 3-5 of the agenda.</p> <p>Dominic reported that Jeri Keiller added a column to include the TAVA budget (January-July) combined with the GTAIA budget (July-November), the Total YTD Actual (combined), Annual Budget for FY23, and the projected budget for FY24.</p> <p>Dominic reported that the 2024 budget is in a P&L format on pages 6-7 of the agenda.</p> <p>Dominic also reported on the YTD finals for 2023: The Downtown Farmers' Market profited \$20,000 in 2023.</p> <p>Dominic highlighted that the FY23 Total Income was projected at \$812,524 but the Association ended up generating \$835,560.</p> <p>Total Administration was at \$271,389.</p> <p>Dominic reported that the total DI&P was at \$154,960 vs. the \$140,000 with close to \$40,000 over budget in event expenses, inflating the DI&P budget. Dominic suggested that going into the FY24, a programs budget be created as a central account that all events can be operated out of, Farmers' Market included.</p> <p>Dominic reported that Civil Sidewalks YTD total was \$226,967 but had been projected at \$258,500 for the 2023 budget, but also expected an \$8,500 invoice for</p>	<p>4.a. Kevin Lewis moved to approve the financials as presented and to include a separate Programs Account within the budget to begin in January. Joe Raso seconded the motion. Unanimously approved.</p>

<p>4.b. Review and Adoption of Draft FY24 Annual Budget</p>	<p>the quarterly pressure washing of the District and about 12,500 for maintenance payroll in December.</p> <p>Shirley confirmed and added that there are some Starlight event expenses that are due as well.</p> <p>Jeri Keiller clarified that the budget does only include eleven months, but not much more income will be received.</p> <p>Dr. Quintero asked when will the entire year budget be available.</p> <p>Dominic reported that will be available by the end of FY 2023, December 31, 2023.</p> <p>Shirley added that we're still waiting on the potential County Grant funding to also help determine the <i>carry forward</i> and the total projected income for FY24.</p> <p>Shirley reported that DI&P should consider a breakdown by events to show income and how much is spent per event.</p> <p>4.b. Dominic reported on the Draft FY Annual Budget on pages 6-7 of the agenda.</p> <p>Dominic reminded the Board that the budget will be read in the deficit as there is no <i>carry over</i> presented.</p> <p>Dominic highlighted: Total BID Revenue is at \$36,000 Total PBID Revenue is at \$ 485,591.64 Farmers Market Revenue is at \$ 88,300, updated from \$72,000 Total Income is low at \$ 609,891.64 Total Administration is \$ 285,000 Total DI&P is at \$ 130,000 Total CIVIL SIDEWALKS is \$265,500 Total Expense will be at \$ 685,503</p> <p>Shirley clarified that there was an increase in insurance and that is due to the amenities that had been purchased last year, specifically the golf cart, tables and chairs, banners, and planters.</p> <p>Dominic clarified that the total DI&P in the line-item</p>	<p>4.b. Dr. Gonzalo Quintero moved to accept the adoption of the draft fiscal budget as presented with the caveat that it will be brought back to the Board once the carry-over and the grant income is included. Kevin Lewis seconded the motion. Kevin Pointer opposed. Helmer Rodriguez abstained. Motion passes.</p>
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<p>4.c. Creation of GTAIA Bylaws Task Force, Chaired by the President</p>	<p>allocations should be dropped down to include also Total Event Expenses.</p> <p>Shirley clarified that the F.M.-Consultant of the \$23,798.00 is projected and is based on the 50/50 split net.</p> <p>Jeri Keiller clarified that the amount of Total Event Expenses is \$ 130,003.</p> <p>Dominic pointed out that CIVIL SIDEWALKS showed a slight increase at \$265,500.00 to stay allow for increases in the maintenance payroll and was approved by the Committee.</p> <p>Dominic recommended for the Board to accept the draft fiscal budget as presented with the caveat that it does not show a carry-over nor grant income.</p> <p>Dr. Quintero asked what would happen if the organization does not receive grant funding, leaving a deficit.</p> <p>Dominic reported that the combination of the carry-forward and other annual events will provide adequate income for the rest of the year to “even out” the budget. Additional grants or sources of non-assessment income would help provide additional budget security though.</p> <p>Dominic reported that there is a potential annual \$50,000 parking revenue grant from the City of Chula Vista to maintain the Third Avenue landscaping.</p> <p>Jeri provided clarification on grant money income to the Board and will keep them informed of the type of grant that shall be received.</p> <p>4.c. Dominic reported that he and Dr. Quintero were counseled via email by the DCVA attorney, Christina Cameron, on Budget Vote 11/30/2023.</p> <p>Dominic presented the email correspondence on page 8 of the agenda.</p> <p>Dominic reported that Christina Cameron agreed with Dominic and that the bylaws should be amended to harmonize those dates with City schedules and was not particularly concerned about a minor deviation of</p>	<p><i>4.c. Helmer Rodriguez moved to approve the formation of a Bylaws Task Force Committee. Kevin Pointer seconded the motion. Unanimously approved.</i></p>
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4.d. Status of Recent County Grant Application	<p>one month in setting the FY24 annual budget particularly when the GTAIA continued to operate under its approved FY23 budget.</p> <p>Dominic reiterated his recommendation for the formation of a bylaws task force.</p> <p>Kevin Pointer stated that as a representative of the City of Chula Vista as a property owner, he found inaccuracies within the email, specifically, that the “GTAIA will submit its Annual Report and Budget to the City”. Kevin reiterated that the City does not approve the GTAIA/DCVA budget, but only the annual report.</p> <p>Kevin Pointer volunteered to be part of the task force.</p> <p>Bylaws Task Force Committee: Dr. Gonzalo Quintero, Chair Kevin Pointer Helmer Rodriguez Kevin Rhodes</p> <p>4.d. Dominic reported that he reached out to the office of the County Supervisor and that the application is going through staff review and will then go to the Board for final approval.</p> <p>Dominic stated that he will be receiving further information this week.</p>	4.d. No action taken.
Next Meeting:	The next Executive Committee meeting will be on Wednesday, January 3, 2024, at 8:00 am at the DCVA Office.	No action taken.
<p>Civil Sidewalks Committee / Dr. Gonzalo Quintero, Committee Chair</p> <p>4.a. Third Avenue Streetscape Landscaping: Progress of Phase II/III Rehabilitation</p>	<p>4.a. Dominic reported that landscaping rehabilitation efforts are still ongoing, though the crew experienced recent setbacks resulting from the crowds of the Starlight Parade and Festival.</p> <p>Dominic reported that of a total of seven replanted</p>	4.a No action taken.

<p>4.b. New Recycling Receptacles to be Installed Downtown</p>	<p>bulb outs on Third Avenue, and three had been completely flattened/lost.</p> <p>Dominic estimated that total rehabilitation will happen before the end of March.</p> <p>4.b. Dominic reported that the District is to install brand new Victor Stanley styled recycle containers that the City of Chula Vista had worked to obtain from Republic Services.</p> <p>Dominic reported that all new recycling containers are to be placed where the current Big Belly receptacles are located as they are being removed from Third Avenue.</p> <p>Dominic reported that he may apply for a grant for more trashcans but is concerned with the size of the maintenance crew that will have to manage the workload.</p>	<p>4.b. No action taken.</p>
<p>Next Meeting:</p>	<p>The next Civil Sidewalks Committee meeting will take place on Wednesday, December 27th, 2023, at 9:00 am at the DCVA Office.</p>	<p>6.c. No action taken.</p>
<p>District Identity & Placemaking Committee / Ron Richie, Committee Chair</p> <p>4.a. Olive Public Relations Recap / Sydney Costales</p> <p>4.b. Downtown Chula Vista Farmers Market Sun./Weekly</p> <p>4.c. Starlight Parade & Festival: Recap</p>	<p>4.a. Sydney Costales and Cree Jones from Olive Public Relations reported on DCVA PR and social media activities on pages 9-10 of the agenda packet.</p> <p>Jenn Von Stauffenberg reported that San Diego Magazine is devoting the February issue to the South Bay and Olive has sent them an interest list.</p> <p>4.b. Catt Fields White reported on the Farmers' Market activity.</p> <p>Catt reported that the Association should expect a higher income this month from December Farmers' Market activity and from the Starlight Market activity.</p> <p>4.c. Dominic reported on the Starlight Parade and Festival.</p>	<p>4.a. No action taken.</p> <p>4.b. No action taken.</p> <p>4.c. No action taken.</p>

<p>4.d. Third Avenue Amenity Deployment: Tables & Chairs Sets</p>	<p>Dominic thanked the City of Chula Vista, Mayor McCann's office, Laurel McFarlane, and her staff for their amazing cleanup efforts.</p> <p>Karen Schulman confirmed that CVPD reported that 60,000 people were in attendance.</p> <p>Karen added that the parade will be televised twice at 8am and at 7pm.</p> <p>Jenn Von Stauffenberg reported that when speaking with CVPD the evening of the event she learned that Chula Vista is rated the safest county in California and that staff will be incorporating that into market messaging.</p> <p>4.d. Dominic reported that staff have received directions from the City Manager's office with the deployment of the tables and chairs.</p> <p>Dominic reported that the Public Works Department is ready to remove the benches on Third Avenue once they receive confirmation from staff.</p> <p>Dominic reported that a third maintenance crew member will be hired to lock up the sets at night.</p>	<p>4.d. No action taken.</p>
<p>4.e. Downtown Banner Sponsorship Opportunities</p>	<p>4.e. Dominic reported that David Perloff of Perloff Media provided his Advertising Revenue Program presentation on December 6, 2023, to the DI&P Committee with a banner advertising sponsorship opportunity to bring money to the District.</p> <p>Dominic reported that he met with staff and would like to work via the DIP Committee to develop an Association banner policy.</p> <p>Dominic reported that he will work with the DI&P Committee to finalize these policies during the January meeting.</p> <p>Dr. Gonzalo Quintero added that staff will need to create and release an RFP to invite David Perloff and other like organizations to apply.</p>	<p>4.e. No action taken.</p>

Next Meeting:	The next District Identity & Placemaking Committee meeting will take place on Wednesday, December 20th, 2023, at 9:00 am at the DCVA Office.	<i>No action taken.</i>
Land Use & Project Review / Joseph Raso, Committee Chair		
4.a. Reconfiguration of Park Way Streetscape to Allow for Diagonal Parking	4.a. Dominic reported that staff are still waiting for clarification from the City of Chula Vista on how to proceed with the reorientation on Park Way to allow for diagonal parking and that he will be reaching out to the City Manager's office this week to schedule a meeting.	<i>4.a. No action taken.</i>
4. b. Digital Wayfinding Signage or Kiosks on Third Avenue	<p>4.b. Dominic reported that this was inspired by last week's presentation with David Perloff during the DI&P meeting.</p> <p>Dominic reported that David Perloff recommended the creation of digital wayfinding on Third Avenue with kiosks and to replace the existing static directories.</p> <p>Dominic reported that this could bring in additional revenue, but staff will need to obtain further clarification with the City of Chula Vista if this is something that would be authorized within the District.</p> <p>Dominic added that the City of Chula Vista City Hall campus currently has digital signage.</p> <p>Dr. Quintero added that this policy should be made as an opportunity for the City and our Organization.</p>	<i>4.b. No action taken.</i>
Next Meeting:	The upcoming Land Use Committee meeting date is to be determined.	<i>No action taken.</i>
5. Other Business	<p>Marco inquired about Dominic's recent meeting with the people from Gaylord Pacific.</p> <p>Dominic reported that he has a site tour on Third Avenue with Gaylord Pacific staff members tomorrow, Thursday December 14th.</p>	<i>No action taken.</i>

	<p>Dominic reported that Gaylord Pacific has been hosting lunch and learn events to invite local restaurateurs and suppliers to the office and see a model of the resort and what amenities they will provide.</p> <p>Marco inquired for information from Kevin Pointer on any developments on the former Sears building and on Scripps.</p> <p>Kevin Pointer did not have any updates to provide.</p>	
6. Next Meeting:	The next meeting will take place on Wednesday, January 10, 2024, at 8:00 am, in the DCVA office.	<i>No action taken.</i>
7. Adjournment	The meeting was adjourned at 9:08 am.	<i>Dr. Quintero moved to adjourn the meeting.</i> <i>Kevin Lewis seconded the motion.</i> <i>Unanimously approved.</i>

Minutes taken by: Michelle Thomas de Mercado, NCA Staff

Balance Sheet

As of December 31, 2023

	Dec 31, 23
ASSETS	
Current Assets	
Checking/Savings	
GTAIA Gen Acct- 9112	2,742.03
GTAIA Programs Acct - 9956	29,677.38
GTAIA - Debit -9948	11,599.12
Total Checking/Savings	44,018.53
Accounts Receivable	
Accounts Receivable	173,582.58
Total Accounts Receivable	173,582.58
Total Current Assets	217,601.11
TOTAL ASSETS	217,601.11
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	542.35
Total Accounts Payable	542.35
Other Current Liabilities	
Unearned Assessments 2024	173,099.28
Total Other Current Liabilities	173,099.28
Total Current Liabilities	173,641.63
Total Liabilities	173,641.63
Equity	
Unrestricted Net Assets	12,656.69
Net Income	31,302.79
Total Equity	43,959.48
TOTAL LIABILITIES & EQUITY	217,601.11

GTAIA dba Downtown Chula Vista Assoc.
Profit & Loss Budget Performance
 December 2023

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
Assessment Income-TAVA transfer	0.00	0.00	300,164.10	309,000.00	309,000.00
BID Revenue					
Business Licences	0.00	0.00	4,505.00	0.00	0.00
Total BID Revenue	0.00	0.00	4,505.00	0.00	0.00
Non Assessment Income					
Sponsorships	4,084.62		29,834.62		
Total Non Assessment Income	4,084.62		29,834.62		
PBID Revenue					
Prop. Owner Assessments 2024	8,218.67		13,022.91		
Prop. Owner Assessments 2023	0.00	0.00	0.00	0.00	0.00
Total PBID Revenue	8,218.67	0.00	13,022.91	0.00	0.00
Program Income					
Farmers Market					
F.M. Vendor Income	0.00	6,000.00	33,790.00	36,000.00	36,000.00
Farmers Market - Other	0.00	0.00	0.00	0.00	0.00
Total Farmers Market	0.00	6,000.00	33,790.00	36,000.00	36,000.00
Grants	0.00	0.00	0.00	0.00	0.00
Program Income - Other	0.00	0.00	0.00	0.00	0.00
Total Program Income	0.00	6,000.00	33,790.00	36,000.00	36,000.00
Special Event Income					
Dia De Los Muertos	0.00		112.08		
Lemon Festival	0.00		40,494.70		
Starlight Event	2,970.00		2,970.00		
Taste of Third	0.00		9,306.51		
Total Special Event Income	2,970.00		52,883.29		
Total Income	15,273.29	6,000.00	434,199.92	345,000.00	345,000.00
Gross Profit	15,273.29	6,000.00	434,199.92	345,000.00	345,000.00
Expense					
County Grant Expense	151.16	2,903.79	17,122.50	17,422.74	17,422.74
ADMINISTRATION					
Accounting Fees	787.50	56.00	6,512.50	4,221.00	4,221.00
Bank /CC Fees	0.00	40.00	197.70	240.00	240.00
Business Registration Fees	0.00	0.00	95.00	0.00	0.00
Dues and Subscriptions	170.33	0.00	1,886.54	300.00	300.00
Insurance					
Auto Insurance	0.00	165.00	2,241.00	990.00	990.00
General Liability, D and O	0.00	0.00	6,756.00	0.00	0.00

GTAIA dba Downtown Chula Vista Assoc.
Profit & Loss Budget Performance
 December 2023

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Total Insurance	0.00	165.00	8,997.00	990.00	990.00
Legal Fees	0.00		125.00		
Meals and Entertainment	173.21	0.00	356.86	0.00	0.00
Office Expense	46.45	166.00	1,137.89	1,000.00	1,000.00
Office Supplies	240.40	166.00	1,645.02	1,000.00	1,000.00
Outside Contract Services	16,000.00	16,000.00	96,000.00	96,000.00	96,000.00
Postage, Mailing Service	7.73	0.00	533.38	0.00	0.00
Printing and Copying	0.00		2,689.45		
Rent, Parking, Utilities	4,112.56	3,862.56	25,925.36	23,175.36	23,175.36
Telephone, Telecommunications	494.90	125.00	4,123.54	768.10	768.10
Utilities	129.99	493.91	259.98	2,963.46	2,963.46
Waste Services	304.47	366.64	1,922.35	2,199.84	2,199.84
Total ADMINISTRATION	22,467.54	21,441.11	152,407.57	132,857.76	132,857.76
DI&P					
Advertising and Promotions	264.43	457.80	2,879.85	2,289.00	2,289.00
Public Relations	4,800.00	4,800.00	28,800.00	28,800.00	28,800.00
Rebrand & Photo Budget	0.00	0.00	0.00	0.00	0.00
Website and Hosting	44.53	0.00	579.72	0.00	0.00
Total DI&P	5,108.96	5,257.80	32,259.57	31,089.00	31,089.00
Event Expenses					
Farmers Market					
F.M.-Consultant	1,511.27		11,658.70		
F.M.- Staffing	2,435.73		9,863.70		
F.M.- Payroll & Taxes	632.05		2,330.37		
F.M.- Permits & Fees	0.00		427.00		
F.M.-Printing	0.00		569.96		
F.M. - Equipment Rentals	0.00		3,807.46		
Farmers Market - Other	0.00	8,024.44	0.00	40,122.20	40,122.20
Total Farmers Market	4,579.05	8,024.44	28,657.19	40,122.20	40,122.20
Event Expenses - Other	8,192.86		47,306.47		
Total Event Expenses	12,771.91	8,024.44	75,963.66	40,122.20	40,122.20
CIVIL SIDEWALKS					
Compensation & Benefits					
Cell Phone Allowance	90.00	120.00	630.00	600.00	600.00
Workers Comp	0.00		3,213.00		
Salaries & Wages	9,826.55		51,496.52		
Payroll Processing Fees	148.04		711.61		
Payroll Taxes	638.21		4,703.37		
Health Insurance	258.66		1,818.70		
Compensation & Benefits - Other	0.00	12,380.00	0.00	61,900.00	61,900.00
Total Compensation & Benefits	10,961.46	12,500.00	62,573.20	62,500.00	62,500.00
District Utilities	3,592.23	3,500.00	18,560.33	17,500.00	17,500.00
Equip Rental & Maintenance	2,143.28	0.00	4,139.73	0.00	0.00

GTAIA dba Downtown Chula Vista Assoc.
Profit & Loss Budget Performance
 December 2023

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Landscape Contracted Services	920.00	1,952.00	8,439.00	9,760.00	9,760.00
Maintenance Services					
Auto					
Fuel	247.13	473.66	1,779.22	2,368.30	2,368.30
Maintenance & Sevice	0.00	58.00	805.85	290.00	290.00
Total Auto	247.13	531.66	2,585.07	2,658.30	2,658.30
Maintenance Services - Other	0.00		23.14		
Total Maintenance Services	247.13	531.66	2,608.21	2,658.30	2,658.30
Maintenance Supplies	1,165.53	1,118.00	9,754.32	5,590.00	5,590.00
Nursery Supplies & Equipment	520.61	213.80	8,670.62	1,069.00	1,069.00
Sidewalk Pressure Washing	0.00	4,586.20	8,989.00	22,931.00	22,931.00
Uniforms	0.00	300.00	1,409.42	1,500.00	1,500.00
Total CIVIL SIDEWALKS	19,550.24	24,701.66	125,143.83	123,508.30	123,508.30
Unallocated	0.00	0.00	0.00	0.00	0.00
Total Expense	60,049.81	62,328.80	402,897.13	345,000.00	345,000.00
Net Ordinary Income	-44,776.52	-56,328.80	31,302.79	0.00	0.00
Net Income	-44,776.52	-56,328.80	31,302.79	0.00	0.00

Balance Sheet

As of December 31, 2023

	Dec 31, 23
ASSETS	
Current Assets	
Checking/Savings	
GTAIA Gen Acct- 9112	2,742.03
GTAIA Programs Acct - 9956	29,677.38
GTAIA - Debit -9948	11,599.12
Total Checking/Savings	44,018.53
Accounts Receivable	
Accounts Receivable	169,494.96
Total Accounts Receivable	169,494.96
Total Current Assets	213,513.49
TOTAL ASSETS	213,513.49
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Unearned Assessments 2024	173,099.28
Total Other Current Liabilities	173,099.28
Total Current Liabilities	173,099.28
Total Liabilities	173,099.28
Equity	
Unrestricted Net Assets	12,656.69
Net Income	27,757.52
Total Equity	40,414.21
TOTAL LIABILITIES & EQUITY	213,513.49

GTAIA dba Downtown Chula Vista Assoc.
Profit & Loss Budget Performance
 December 2023

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Ordinary Income/Expense					
Income					
Assessment Income-TAVA transfer	0.00	0.00	300,161.10	309,000.00	309,000.00
BID Revenue					
Business Licences	0.00	0.00	4,505.00	0.00	0.00
Total BID Revenue	0.00	0.00	4,505.00	0.00	0.00
Non Assessment Income					
Sponsorships	6,500.00		25,750.00		
Total Non Assessment Income	6,500.00		25,750.00		
PBID Revenue					
Prop. Owner Assessments 2024	8,218.67		13,022.91		
Prop. Owner Assessments 2023	0.00	0.00	0.00	0.00	0.00
Total PBID Revenue	8,218.67	0.00	13,022.91	0.00	0.00
Program Income					
Farmers Market					
F.M. Vendor Income	0.00	6,000.00	33,790.00	36,000.00	36,000.00
Farmers Market - Other	0.00	0.00	0.00	0.00	0.00
Total Farmers Market	0.00	6,000.00	33,790.00	36,000.00	36,000.00
Grants	0.00	0.00	0.00	0.00	0.00
Program Income - Other	0.00	0.00	0.00	0.00	0.00
Total Program Income	0.00	6,000.00	33,790.00	36,000.00	36,000.00
Special Event Income					
Dia De Los Muertos	0.00		112.08		
Lemon Festival	0.00		40,494.70		
Starlight Event	2,970.00		2,970.00		
Taste of Third	0.00		9,306.51		
Total Special Event Income	2,970.00		52,883.29		
Total Income	17,688.67	6,000.00	430,112.30	345,000.00	345,000.00
Gross Profit	17,688.67	6,000.00	430,112.30	345,000.00	345,000.00
Expense					
County Grant Expense	151.16	2,903.79	17,122.50	17,422.74	17,422.74
ADMINISTRATION					
Accounting Fees	787.50	56.00	6,512.50	4,221.00	4,221.00
Bank /CC Fees	0.00	40.00	197.70	240.00	240.00
Business Registration Fees	0.00	0.00	95.00	0.00	0.00
Dues and Subscriptions	170.33	0.00	1,886.54	300.00	300.00
Insurance					
Auto Insurance	0.00	165.00	2,241.00	990.00	990.00
General Liability, D and O	0.00	0.00	6,756.00	0.00	0.00

GTAIA dba Downtown Chula Vista Assoc.
Profit & Loss Budget Performance
December 2023

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Total Insurance	0.00	165.00	8,997.00	990.00	990.00
Legal Fees	0.00		125.00		
Meals and Entertainment	173.21	0.00	356.86	0.00	0.00
Office Expense	46.45	166.00	1,137.89	1,000.00	1,000.00
Office Supplies	109.15	166.00	1,513.77	1,000.00	1,000.00
Outside Contract Services	16,000.00	16,000.00	96,000.00	96,000.00	96,000.00
Postage, Mailing Service	7.73	0.00	533.38	0.00	0.00
Printing and Copying	382.67		2,689.45		
Rent, Parking, Utilities	4,112.56	3,862.56	25,925.36	23,175.36	23,175.36
Telephone, Telecommunications	494.90	125.00	4,123.54	768.10	768.10
Utilities	129.99	493.91	259.98	2,963.46	2,963.46
Waste Services	304.47	366.64	1,922.35	2,199.84	2,199.84
Total ADMINISTRATION	22,718.96	21,441.11	152,276.32	132,857.76	132,857.76
DI&P					
Advertising and Promotions	264.43	457.80	2,879.85	2,289.00	2,289.00
Public Relations	4,800.00	4,800.00	28,800.00	28,800.00	28,800.00
Rebrand & Photo Budget	0.00	0.00	0.00	0.00	0.00
Website and Hosting	444.53	0.00	579.72	0.00	0.00
Total DI&P	5,508.96	5,257.80	32,259.57	31,089.00	31,089.00
Event Expenses					
Farmers Market					
F.M.-Consultant	3,403.47		11,658.70		
F.M.- Staffing	2,435.73		9,863.70		
F.M.- Payroll & Taxes	632.05		2,330.37		
F.M.- Permits & Fees	0.00		427.00		
F.M.-Printing	0.00		569.96		
F.M. - Equipment Rentals	725.23		3,807.46		
Farmers Market - Other	0.00	8,024.44	0.00	40,122.20	40,122.20
Total Farmers Market	7,196.48	8,024.44	28,657.19	40,122.20	40,122.20
Event Expenses - Other	10,321.22		47,306.47		
Total Event Expenses	17,517.70	8,024.44	75,963.66	40,122.20	40,122.20
CIVIL SIDEWALKS					
Compensation & Benefits					
Cell Phone Allowance	90.00	120.00	630.00	600.00	600.00
Workers Comp	0.00		3,213.00		
Salaries & Wages	9,826.55		51,496.52		
Payroll Processing Fees	148.04		711.61		
Payroll Taxes	638.21		4,703.37		
Health Insurance	258.66		1,818.70		
Compensation & Benefits - Other	0.00	12,380.00	0.00	61,900.00	61,900.00
Total Compensation & Benefits	10,961.46	12,500.00	62,573.20	62,500.00	62,500.00
District Utilities	3,670.89	3,500.00	18,560.33	17,500.00	17,500.00
Equip Rental & Maintenance	2,143.28	0.00	4,139.73	0.00	0.00

GTAIA dba Downtown Chula Vista Assoc.
Profit & Loss Budget Performance
December 2023

	Dec 23	Budget	Jan - Dec 23	YTD Budget	Annual Budget
Landscape Contracted Services	920.00	1,952.00	8,439.00	9,760.00	9,760.00
Maintenance Services					
Auto					
Fuel	247.13	473.66	1,779.22	2,368.30	2,368.30
Maintenance & Sevice	0.00	58.00	805.85	290.00	290.00
Total Auto	247.13	531.66	2,585.07	2,658.30	2,658.30
Maintenance Services - Other	0.00		23.14		
Total Maintenance Services	247.13	531.66	2,608.21	2,658.30	2,658.30
Maintenance Supplies	1,019.39	1,118.00	9,343.22	5,590.00	5,590.00
Nursery Supplies & Equipment	520.61	213.80	8,670.62	1,069.00	1,069.00
Sidewalk Pressure Washing	0.00	4,586.20	8,989.00	22,931.00	22,931.00
Uniforms	0.00	300.00	1,409.42	1,500.00	1,500.00
Total CIVIL SIDEWALKS	19,482.76	24,701.66	124,732.73	123,508.30	123,508.30
Unallocated	0.00	0.00	0.00	0.00	0.00
Total Expense	65,379.54	62,328.80	402,354.78	345,000.00	345,000.00
Net Ordinary Income	-47,690.87	-56,328.80	27,757.52	0.00	0.00
Net Income	-47,690.87	-56,328.80	27,757.52	0.00	0.00

8:58 AM

01/03/24

Cash Basis

GTAIA dba Downtown Chula Vista Assoc.

Profit & Loss Budget Overview

January through December 2024

	Jan - Dec 24
Ordinary Income/Expense	
Income	
BID Revenue	
Business Licences	36,000.00
Total BID Revenue	36,000.00
Non Assessment Income	
Grants	1.00
Total Non Assessment Income	1.00
PBID Revenue	
Prop. Owner Assessments 2024	485,591.64
Total PBID Revenue	485,591.64
Program Income	
Farmers Market	88,300.00
Total Program Income	88,300.00
Special Event Income	
Amps & Ales	1.00
Dia De Los Muertos	1.00
Lemon Festival	1.00
Starlight Event	1.00
Taste of Third	1.00
Total Special Event Income	5.00
Carryforward prior years	31,000.00
Total Income	640,897.64
Gross Profit	640,897.64
Expense	
County Grant Expense	1.00
ADMINISTRATION	
Accounting Fees	5,000.00
Bank /CC Fees	450.00
Business Registration Fees	500.00
Dues and Subscriptions	1,500.00
Insurance	
Excess Liability	4,150.00
Auto Insurance	3,100.00
General Liability, D and O	12,300.00
Total Insurance	19,550.00
Legal Fees	500.00
Meals and Entertainment	1,000.00
Office Expense	2,000.00
Office Supplies	4,000.00
Outside Contract Services	192,000.00
Postage, Mailing Service	900.00
Printing and Copying	1,500.00
Rent, Parking, Utilities	47,000.00
Telephone, Telecommunications	5,500.00
Waste Services	3,600.00
Total ADMINISTRATION	285,000.00
DI&P	
Advertising and Promotions	5,000.00
Public Relations	60,000.00
Rebrand & Photo Budget	1,000.00
Website and Hosting	4,400.00
Total DI&P	70,400.00

8:58 AM

01/03/24

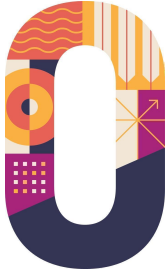
Cash Basis

GTAIA dba Downtown Chula Vista Assoc.

Profit & Loss Budget Overview

January through December 2024

	Jan - Dec 24
Event Expenses	
Farmers Market	
F.M.-Consultant	23,798.00
F.M.- Staffing	28,400.00
F.M.- Permits & Fees	1,200.00
F.M.-Printing	1,500.00
F.M. - Equipment Rentals	9,605.00
Total Farmers Market	64,503.00
Event Expenses - Other	5.00
Total Event Expenses	64,508.00
CIVIL SIDEWALKS	
Compensation & Benefits	159,000.00
District Utilities	25,000.00
Equip Rental & Maintenance	3,000.00
Landscape Contracted Services	10,000.00
Maintenance Services	
Auto	
Fuel	3,600.00
Maintenance & Sevice	400.00
Total Auto	4,000.00
Total Maintenance Services	4,000.00
Maintenance Supplies	15,000.00
Nursery Supplies & Equipment	10,000.00
Sidewalk Pressure Washing	38,000.00
Uniforms	1,500.00
Total CIVIL SIDEWALKS	265,500.00
Total Expense	685,409.00
Net Ordinary Income	-44,511.36
Net Income	-44,511.36



DCVA Board Meeting PR & Social Media Report Wednesday, January 10, 2024

Pitches

Taste of Third (long lead)

- Secured online coverage on DoSD
- Secured print coverage in San Diego Union Tribune
- Secured online interest with There San Diego, San Diego Union Tribune, San Diego Magazine
- Secured broadcast interest with CBS 8, FOX 5, ABC 10, KPBS

Holiday Essentials in Downtown Chula Vista

- Secured broadcast coverage on CBS 8
- Expected broadcast coverage on KUSI and KSDY50
- Secured online coverage on CBS 8
- Expected online coverage on Hispanos Unidos, Gente Bonita and Star News

Small Business Saturday

- Secured online coverage on FOX, CBS 8, Yahoo! News, and NBC

Starlight Night Parade & Festival

- Secured broadcast coverage on KSDY50, CBS8, KUSI, NBC 7, FOX5, and ABC 10
- Expected broadcast coverage on Univision
- Secured print coverage in San Diego Union Tribune, San Diego Union Tribune en Espanol San Diego Family Magazine, and San Diego Reader
- Secured online coverage on El Latino, NBC 7, ABC 10, Yahoo! Sports, Thrillist, Axios San Diego, Del Mar Times, Encinitas Advocate, Rancho Santa Fe Review, NewsBreak, California Events, San Diego Magazine, So Cal Pulse, Telemundo, Canal 12, San Diego Family Magazine, Times of San Diego, Star News, MSN, Newstral, Head Topics, Our Hometown, SD Today, San Diego Tourism Authority, Chula Vista Today, The Place Where We Go, There San Diego, California Insights, KPBS, California Events, and Gente Bonita Magazine
- Expected print and online coverage on Star News and San Diego Magazine
- Secured newsletter coverage on Axios San Diego and SD Today

Other Coverage

- Secured online coverage on Star News

Social Coverage

- Secured coverage with DoSD and KSDY 50

Other



- Attended the Starlight Parade & Festival

SOCIAL MEDIA

Recap & Highlights

- Gained 518 new followers
- Earned 174K impressions
- Earned over 4.5K engagements
- Promoted Small Business Season
- Holiday content performed very well (400-900 engagements per post)

SOCIAL MEDIA ANALYTICS (Last 30 days as of Jan 3)

Social Media	New fans/followers	Total fans/followers	Engagement	Impressions
 Downtown Chula Vista [IG]	350	11435	2474	76712
 Downtown Chula Vista [FB]	168	12636	2012	97387

Top content - Facebook (Based on engagement rate per reach)

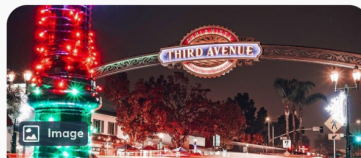
Best performing content published during the selected period.



Dec 28, 2023 • Downtown Chula Vista [FB]

Step into the New Year with local threads and vintage vibes. 🧶📍...

📶 Reach	6,004
📊 Engaged users	826
🖱️ Clicks	180
🖱️ Other clicks	647
Engagement rate per reach	13.8%
Engagement rate per impression	10%



Dec 19, 2023 • Downtown Chula Vista [FB]

Downtown Chula Vista is aglow with holiday magic, and we can't get...

📶 Reach	6,832
📊 Engaged users	901
🖱️ Clicks	86
🖱️ Other clicks	355
Engagement rate per reach	13.2%
Engagement rate per impression	10.3%



Dec 24, 2023 • Downtown Chula Vista [FB]

Sending warm wishes for a happy holiday! 🎄💙🏠 Eric Scire &...

📶 Reach	1,134
📊 Engaged users	54
🖱️ Clicks	8
🖱️ Other clicks	7
Engagement rate per reach	4.8%
Engagement rate per impression	4.7%

Top content - Instagram (Based on engagement)

Best performing content published during the selected period.



Dec 11, 2023 • Downtown Chula Vista [IG]

Ready for a unique holiday adventure? 🌟🎄 Step into a realm...

📶 Reach	6,482
💬 Comments	8
❤️ Likes	455
📌 Saves	61
📊 Engagement	886
Engagement rate per reach	13.7%
Engagement rate per impression	12%



Dec 7, 2023 • Downtown Chula Vista [IG]

Your next flavor adventure starts here! 🍹🍷 Have you visited...

📶 Reach	5,588
💬 Comments	16
❤️ Likes	427
📌 Saves	25
📊 Engagement	584
Engagement rate per reach	10.5%
Engagement rate per impression	9.8%



Dec 4, 2023 • Downtown Chula Vista [IG]

The Starlight Parade & Festival was a dream come true! 🎄🌟 We have so...

📶 Reach	4,324
💬 Comments	11
❤️ Likes	444
📌 Saves	7
📊 Engagement	492
Engagement rate per reach	11.4%
Engagement rate per impression	10.3%



Downtown Chula Vista Good Neighbor Agreement

1. While operating between the hours of 10:00 PM – 2:00 AM, license holder shall always have a staff member on site who is able to provide proof of license, is trained in every aspect of venue operation, and is aware of all license conditions. License holder shall provide a point of contact to all interested neighbors that is or connects to a staff member on site who has direct authority over the premises, knowledge of all license conditions, and shall respond in a timely manner to address concerns.
2. License holder shall maintain, and be prepared to verify for government entities, records at the premises of current R.B.S. certification for all persons serving alcoholic beverages at the premises.
3. License holder is responsible for the safety and security of venue patrons and the surrounding neighborhood. Venue staff are encouraged to monitor all entrances and exits during the period from 10:00 PM until such time past closing once all patrons have exited.
4. License holder shall post easily visible signs outside each entrance and exit instructing patrons to: a) Respect the neighborhood by keeping voices low, b) Follow City of Chula Vista smoking regulations c) No outside beverages, d) Please dispose of your trash, e) no public urination.
5. All entrances and walkways shall be well lit and ADA accessible, with a minimum 4 ft. path-of-travel maintained. Sidewalks shall be kept clear of any structures except for approved café permitted patio/furniture/amenities.
6. License holders shall maintain all entrances and exits to the building and all sidewalks within 25 feet of the premises in a clean and sanitary condition. At some point between 30 minutes after closing and 8:00am, license holder or designee shall walk the area within a 25 ft. radius and dispose of any litter that may have been left by patrons.
7. License holder shall take measures to reduce the amount of sound that escapes the venue. All doors and windows must be kept closed while hosting entertainment, unless otherwise conditioned on the license. License holder shall be familiar with, and abide by, sound ordinances established by the Chula Vista Municipal Code, and shall take reasonable steps to limit the sound emanating from their operations.
8. Within 24 hours of any violent incident, or any time CVPD responds to a call for service related to the premises, license holder shall complete and send an incident report to their CVPD Officer and/or the DCVA.

** Note, this policy is voluntary and is in no way binding or endorsed by the City of Chula Vista or the State of California Alcoholic Beverage Control (ABC).*

WHERE CULTURE & COMMUNITY MEET

DOWNTOWN CHULA VISTA ASSOCIATION

353 THIRD AVENUE • CHULA VISTA, CALIFORNIA 91910

619.422.1982 • DOWNTOWNCHULAVISTA.COM

   DOWNTOWNCHULAVISTA •  DOWNTOWNCHULA



Dominic Li Mandri
District Manager
Downtown Chula Vista Association

RE: Downtown Chula Vista Development Assessment

August 2, 2023

Dear Dominic,

On behalf of the Urban Land Institute San Diego-Tijuana District Council, I am pleased to submit this proposal for a Technical Assistance Panel project focused on the enhancement of Downtown Chula Vista. This letter provides a brief background of our organization, an outline of what this project will entail and identifies areas where the support of the Downtown Chula Vista Association will be crucial in the success of this effort. Should you and your colleagues choose to proceed with this work, I will provide a formal letter of agreement on behalf of the Urban Land Institute to start our work together in earnest.

Through the enriching site visit and conversations had with you, we established an initial scope of work and defined how to approach the project as detailed below. I am certain that the collaborative work of our organizations will bring a positive impact to downtown Chula Vista and its vibrant community.

The historic core of Chula Vista can be found on Third Avenue from E to H streets. This four-block stretch is home to Chula Vista's popular Lemon Festival and features multiple hospitality destinations for locals such as shops, restaurants, cafes and breweries. Despite having a resilient and predominantly thriving corridor – even during the pandemic – certain aspects of development in this area of the city have been stagnant. There is no denying that our region is facing a housing crisis and it is surprising that Chula Vista, being prime land due to its slightly more affordable price than neighboring cities, is underdeveloped in its downtown. Investments and enhancements may be stymied due to the complexity of obtaining city approval and other factors. The potential of this area has been left untapped for a long time, and with new leadership at the Association, its moment has arrived.

Within the plans that the city and the Downtown Chula Vista Association have for Third Avenue, it seems that an assessment of the future of downtown is an imminent need. This effort should reconsider downtown's urban density and the importance of mixed-used neighborhoods as catalysts for a prosperous city.

In submitting this proposal, it is my sincere hope that together we can have a positive impact and transform Chula Vista. Such a vibrant community deserves a thriving and modern downtown that respects its historic character.

Our Approach

Knowing that there are many previous plans for Third Avenue by the Downtown Chula Vista Association and other groups, the first step is to collect and compile this information.

Once obtained, we will gather a group of multidisciplinary experts to review it, identify common themes, evaluate the proposals and their feasibility in the current context, and begin to identify potential objectives in the short, medium, and long term. Additionally, we will meet with your organization at the beginning of the project, to formulate key questions, objectives, and areas of opportunity before bringing together our full group of experts and involving more participants.

Our working group will concurrently begin to develop a robust outreach program with other stakeholders to engage community members and solicit their input regarding site improvements. Your organization, of course, will be at the top of the list and very involved in agenda setting.

Beyond direct guidance, strong communication with the community is a key component to help build broad support for when work on the site eventually begins. A primary objective of this plan is to deliver a variety of enhancement options, some of which are implementable in the short term. Broad community awareness of the effort will help build support for the project in the medium to long term, providing momentum for future work your organization decides to undertake in the area.

Following the literature review and commencement of stakeholder outreach, we will use targeted interviews, surveys, and other outreach tools to increase input from our professional team members. In delivering practical plans for this site, we will seek to address these changes by considering community concerns and leveraging design and development best practices.

The important questions to consider at this stage will cover a wide range of topics as we develop the goals of all enhancements. Considering whether these changes accomplish:

- Increasing community health and wellness
- Advancing the Downtown Chula Vista Association's mission
- Recruiting, supporting, and expanding business and programming
- Encouraging development of the downtown area
- Providing a framework for future work, including multi-phased designs

Considering the TAP timeframe and allotted resources, our objective will be to deliver a report with recommendations to inform changes and the potential creation of policies, regulations and zoning documents that encourage the revitalization and development in downtown Chula Vista. We seek to lay the groundwork for evolution over an extended period of time. Our recommendations should serve to build community support for future development and investment, advancing the efforts of the Downtown Chula Vista Association.

Following completion of the TAP, we would strongly encourage a proactive effort to engage with members of the development community to leverage the results of our study. This could take the form of a public outreach event, opportunity site tour, media outreach and other initiatives.

Our TAP Deliverables:

- A market analysis, future development assessment and recommendations for multi-phased investment in downtown Chula Vista
- Insights into planning best practices and community stakeholder preferences for future enhancements
- Identifying community partners for implementing the initial phase of work at the site
- Identification of potential streamlining opportunities through the evaluation of the Downtown Specific Plan, Zoning, and other regulatory documents.
- Conduct case studies of other urban centers of a similar scale

To complete this work effectively, we anticipate engaging your association, our network of multidisciplinary professionals, and stakeholders from the broader community with an interest in downtown Chula Vista.

What We Expect from You:

- Attend initial kickoff planning meeting, maintain regular communication throughout the TAP process through virtual meetings, email, and phone communication
- Support the TAP group in public outreach and communications
- Provide access to historical documents and appropriate reference materials as needed, such as previous proposals for the site

- Be proactive in identifying any conflicts of interest with this work

Our proposed timetable for the TAP process described above is early 2024. The TAP is anticipated to continue over a three to five month period, including regular meetings and communication, research, public outreach and more. The cost to complete this work is \$25,000 which pays for staff time, outreach initiatives, design material, research, and operational expenses.

About the Technical Assistance Panel Process

Technical Assistance Panels (TAPs) provide expert, multidisciplinary advice to local governments, public agencies and nonprofit organizations facing complex land use and real estate issues in the greater Cali-Baja mega region. Drawing from our seasoned professional membership base, ULI San Diego - Tijuana offers objective and responsible guidance on a variety of land use and real estate issues ranging from site-specific projects to public policy questions. A TAP consists of volunteers from the 700+ ULI members in the San Diego - Tijuana District Council chosen specifically for each assignment. Panelists usually include at least one for-profit or nonprofit developer, designer and/or planner, market and/or financial analyst, and a regulatory expert. Panelists with a potential conflict of interest will be deferred for other client opportunities. The process to prepare for the TAP begins three to five months in advance for the two-day working session.

Working with the sponsor(s) of the TAP, ULI helps define the specific issues that need to be addressed and with that the expertise that is needed. Together, we identify the ULI members who will participate. The next step in the process is to assemble a briefing book. This contains relevant economic and demographic data, land use and zoning maps, and identifies key community stakeholders who will participate in the process. The briefing book is distributed to the panelists in advance of the working meetings, so they are well-informed when on the day of the TAP.

The two-day panel that begins with a site tour and overview from the sponsor. The panelists then meet with key community stakeholders to gather as much input as possible. These interviews are confidential, and the information provided remains anonymous. The TAP group will deliberate in a closed-door session to formulate the strategies and recommendations to move the project forward in a way that makes sense. At the end of this phase, the panel members make a public presentation outlining their recommendations.

Four weeks after the panel, the sponsor is presented with a robust report that includes recommendations, useful case studies, additional analysis, and graphic representation of the recommendations. ULI San Diego - Tijuana checks in with the sponsor 6, 12, and 24 months following the panel to monitor progress and offer additional consultation.

The TAP convenes the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 2010, ULI San Diego - Tijuana has provided technical assistance to municipalities, community organizations and nonprofits across San Diego County and in Tijuana.

About the Urban Land Institute

Since 1936, the Urban Land Institute (ULI) has provided leadership in the responsible use of land, and in creating and sustaining thriving communities worldwide. With more than 50,000 members worldwide, ULI is recognized as the foremost authority of real estate and land use. What distinguishes ULI from other industry organizations is ULI is mission-driven. It is founded on the belief that the world would benefit from an organization dedicated to developing leadership in the responsible use of land, to shape the future of the built environment for transformative impact in communities worldwide. That's the mission we support locally, in San Diego and Tijuana. ULI members are engaged in all aspects of real estate, land use, and urban development—all markets, the public, private and non-profit sectors, and all professional disciplines.

ULI members believe that no matter what aspect of development you participate, you need to understand how it is integrated into the community. Globally, we produce about 900 events each year where people learn, connect, and

give back to their communities and their industry. Locally, we produce 30+ programs a year with a robust young leader mentorship initiative as well as providing communities with technical assistance.

Conclusion and Next Steps

On behalf of the entire ULI community, many thanks for your support of the San Diego - Tijuana District Council. It is with great pleasure we present you this proposal for a technical assistance panel focused on the enhancement of Third Avenue and neighboring blocks in downtown Chula Vista. In the hope that this letter conveys our enthusiasm, ULI's background, and process for the panel, if approved by your association, it will be followed by a formal agreement.

Thank in advance for your consideration.

A handwritten signature in black ink, appearing to read 'Chris Clark', with a stylized, cursive script.

Chris Clark

Executive Director, ULI San Diego - Tijuana