

REQUEST FOR PROPOSAL

Downtown Action Organization

Management Services

October 26, 2026

Section 1: Executive Summary

The Downtown Action Organization (DAO) is seeking proposals from a qualified individual or consulting firm to provide comprehensive management services and designate a named individual to serve in the Executive Director capacity for the organization.

The consultant will serve as the DAO's primary management resource, working closely with the Board of Directors and Executive Committee to implement the adopted workplan, manage organizational operations, support Downtown businesses and property owners, coordinate advocacy efforts, oversee vendors and service providers, and advance the DAO's priorities.

The engagement will operate within a clearly defined scope and capacity. New work outside the adopted workplan will be evaluated through the DAO's established Project Intake process before being added to the consultant's responsibilities.

About DAO

DAO exists to advance Downtown Santa Rosa as a vibrant, safe, and connected city center that supports everyday life while serving as a dynamic destination to live, work, visit, and explore. DAO provides leadership, advocacy, and coordination for programs and initiatives that enhance the economic vitality and overall experience of the downtown district.

DAO supports the Santa Rosa Downtown District, a Community Benefit District formed in 2018 following the reunification of Courthouse Square. The district encompasses approximately 26 square blocks and is funded through property assessments paid by downtown property owners. The organization works collaboratively with businesses, property owners, residents, community organizations, and public agencies to advance the interests of Downtown Santa Rosa.

RFP Goals

DAO is issuing this Request for Proposal to identify and select a qualified individual or consulting firm capable of providing professional leadership and organizational support across all aspects of the organization's operations. DAO seeks a strategic partner that can provide experienced personnel, proven systems, and professional expertise to implement organizational goals and ensure effective administration of DAO programs and services.

The selected individual or consulting firm will be expected to function as an extension of the organization by providing executive management, financial oversight, communications support, stakeholder outreach, and operational leadership while working closely with the Board of Directors and Executive Commitee.

Confidential and Proprietary

Desired Outcomes
DAO seeks to:

- Ensure strong and consistent organizational leadership.
- Enhance financial management, budgeting, and bookkeeping practices.
- Improve communications with businesses, property owners, stakeholders, and the broader community.
- Strengthen relationships with the City of Santa Rosa, community organizations, and strategic partners.
- Improve execution of annual work plan priorities and Board-directed initiatives.
- Maintain effective oversight of district programs, consultants, and vendors.
- Deliver measurable results that support the economic vitality, safety, cleanliness, and overall success of Downtown Santa Rosa.

Section 2: Administrative Proposal

Key Contact
Danielle Nelson, DAO Board Member
427 Mendocino Ave, Suite 100 Box 113
Santa Rosa, CA 95401

Email: contracts@downtownsantarosa.org
Phone: (707) 908-4981

All requests for Proposal MUST route via email through the individual above.

Announcement of Intent to Respond
All individuals and consultants who receive this RFP must acknowledge their intent to respond to by returning **Attachment I: Announcement of Intent to Respond**.

Intent To Respond Due Date: November 2, 2026

This form must state whether you will or will not be responding to the RFP. Please submit your Announcement of Intent to Respond via e-mail to the key contact listed above.

Questions and RFP Clarification
The respondent is responsible for obtaining clarifications on the scope and requirements of the RFP. The Respondent who is uncertain regarding the meaning of a portion of the RFP should contact the key contact noted above.

In the event that you should have any questions, these shall be submitted via e-mail to the key contact listed above. Subsequently, submitted questions will be answered and distributed to all respondents via e-mail, as appropriate.

Confidential and Proprietary

If, in DAO's opinion, significant issues arise from the questions and/or clarifications, we may choose to issue an amendment to the RFP. If an amendment is deemed necessary, all respondents recorded as having acknowledged receipt of the RFP documents and expressed an intention to submit a response will receive a copy. If an amendment is issued, we will review the response deadlines and adjust, if appropriate.

Proposal Response Time Frame and Key Dates

Assuming that normal conditions prevail, we anticipate adherence to the time frame outlined below. Any changes to these dates will be communicated to all RFP participants.

10/26/26	11/2/26	11/8/26	11/13/26
RFP Sent via e-mail and public message boards	Intent to Respond due by 5PM PST	Questions on RFP submitted	Proposals due to Key Contact

Section 3: Required Scope of Work

Management Services

The selected individual or consulting firm shall provide comprehensive professional management, administrative, financial, communications, marketing, stakeholder engagement, and operational support services necessary to fulfill the mission and objectives of DAO. The selected firm shall act as DAO's primary management partner and provide sufficient staffing, expertise, systems, and resources to perform the services described herein.

Executive Management and Organizational Leadership

The individual or consulting firm shall:

- Serve or designate a named individual as the Executive Director of DAO.
- Advise the Board on policy, operational, financial, and strategic matters.
- Support compliance with the DAO Bylaws, Management District Plan, agreement(s) with the City of Santa Rosa, Brown Act requirements, and other organizational obligations.
- Represent DAO at meetings, public events, community forums, and stakeholder meetings.
- Work collaboratively with the Board Chair, Executive Committee, and Board of Directors.

Board Administration and Governance Support

The individual or consulting firm shall provide comprehensive Board support services, including:

Confidential and Proprietary

- Coordinate Board meetings, annual planning, contracts, insurance and organizational requirements.
- Prepare and distribute meeting notices, agendas, and supporting materials.
- Attend and facilitate Board and committee meetings as directed.
- Prepare meeting minutes and maintain official records.
- Track action items and Board directives.
- Maintain organizational compliance with governing documents and policies.
- Assist with Board recruitment, orientation, and training activities.
- Support strategic planning and annual goal-setting efforts.

Annual Workplan and Project Management

The individual or consulting firm shall manage and coordinate DAO initiatives and projects.
Responsibilities include:

- Advise on development of the annual workplan and implement priorities adopted by the Board.
- Track progress and provide regular reporting on approved initiatives.
- Participate in the DAO's Project Intake process for proposed work outside the adopted workplan.
- Ensure approved work remains aligned with available organizational capacity and resources.
- Prepare recommendations and reports for Board consideration.

City Relations and Advocacy

The individual or consulting firm shall assist DAO in maintaining productive relationships with city agencies and elected officials.
Services shall include:

- Serve as a primary liaison to City of Santa Rosa staff and elected officials.
- Represent and advocate for DAO policy positions and priorities established by the Board.
- Coordinate DAO involvement in City initiatives affecting Downtown.
- Maintain productive working relationships with City departments, public agencies, and community partners.
- Monitor issues affecting Downtown and bring relevant matters forward to Board leadership.

Property Owner and Business Engagement

The individual or consulting firm shall maintain strong relationships with key stakeholders including property owners, businesses, residents, public agencies, and community organizations.
Responsibilities include:

- Serve as a primary point of contact for Downtown businesses and property owners.
- Maintain regular communication with district stakeholders regarding DAO programs, resources, projects, and issues affecting Downtown.

Confidential and Proprietary

- Prepare and distribute the DAO's regular email newsletter and other direct stakeholder communications.
- Connect businesses and property owners with DAO services and relevant City or community resources.
- Facilitate stakeholder meetings and outreach programs.
- Identify opportunities for collaboration and partnerships.

Vendor and Contract Management

The individual or consulting firm shall administer and oversee service providers contracted by DAO.

Responsibilities include:

- Manage full vendor procurement and contract administration process including development of solicitations, proposal evaluation, contract negotiation, onboarding, performance monitoring, invoice review, and payment authorization in accordance with DAO policies and approved budgets.
- Provide recommendations regarding vendor selection and contract renewals.
- Oversee annual service contract supporting Clean & Safe street-level services.
- Review and negotiate all service contracts as appropriate.

Records Management and Administrative Services

The individual or consulting firm shall maintain complete and accurate organizational records.

Responsibilities include:

- Maintain Board records and meeting files.
- Manage contracts and administrative documents.
- Maintain operating procedures and policies.
- Preserve organizational records and archives.
- Manage correspondence and organizational files.
- Ensure proper retention of financial and legal records.

Communications

The individual or consulting firm shall develop and implement a comprehensive communications program designed to support DAO's mission and stakeholder engagement objectives.

Services shall include:

- Provide organizational direction and priorities for the DAO's public-facing communications.
- Stakeholder communications and outreach.
- Press release development and distribution.

Financial Management and Bookkeeping Services

The individual or consulting firm shall provide financial management services including bookkeeping and administrative accounting functions.

Confidential and Proprietary

- Advise on preparation and implementation of the annual budget adopted by the Board.
- Coordinate with the DAO's bookkeeping provider, Treasurer, and other financial professionals.
- Review financial reports and monitor performance against the approved budget.
- Review and approve third-party invoices within established authorization levels and coordinate Board approval when required.
- Coordinate tax filings, financial reporting, and other required financial processes with outside professionals.

Marketing

- Coordinate website management, social media, marketing materials, and other communications activities with outside vendors or contractors as applicable.

Qualifications

The DAO is seeking an individual or firm with demonstrated experience in organizational management and strong ability to work across a diverse group of public, private, and community stakeholders.

Preferred qualifications include:

- Experience managing a nonprofit, business association, downtown district, public-private partnership, or similar organization.
- Experience working with a Board of Directors and volunteer committees.
- Strong organizational, administrative, and project-management skills.
- Experience in government relations, advocacy, or working with local government.
- Strong relationship-building skills with businesses, property owners, elected officials, public agencies, and community partners.
- Experience managing budgets, contracts, vendors, and outside service providers.
- Excellent written and verbal communication skills.
- Ability to manage competing priorities within a defined scope and available capacity.
- Familiarity with Downtown Santa Rosa and the broader community is preferred.

Engagement Structure

This is anticipated to be an independent consulting engagement rather than an employee position. The consultant will provide a named individual to serve in the Executive Director capacity as the primary contact and representative of the DAO.

The final scope, monthly capacity, compensation, term, and additional-scope rate will be established through the consulting agreement.

Confidential and Proprietary

Section 4: Proposal Requirements

The proposal shall include the following:

- Cover Letter
  - Individual or Consulting Company name and address
  - Primary contact information
  - Statement of interest
  - Authorized Signature
- Summary of Qualifications
  - Years in business
  - Organizational structure
  - Relevant experience, local if any
- Proposed Executive Director
  - Name of proposed Executive Director
  - Resume
  - Relevant Experience
  - Availability and capacity
- Approach to Services
  - Describe how the individual or consulting firm will perform each section of the Scope of Work outlined in Section 3.
- References
  - Provide at least three references from comparable organizations.
- Cost Proposal
  - Complete Attachment 2 – Cost Proposal Form

Confidential and Proprietary

ATTACHMENT 1 – INTENT TO RESPOND

Intent to Respond Due Date: November 2, 2026

RFP Downtown Action Organization – Management Services

To: Danielle Nelson

Email: contracts@downtownsantarosa.org

From:

Contact Name(s) _____

Contact e-mail address: _____

Company Name _____

Company Address _____

_____

Phone _____ - _____ - _____

Please indicate whether or not you intend to respond to the RFP by checking YES or NO.

YES_____ NO_____

_____ _____

Company Name Date

_____ _____

Contact Name (please print) Signature of Contact Person

Confidential and Proprietary

ATTACHMENT 2 – COST PROPOSAL

Proposal Due Date: November 13, 2026

Management Fee

ITEM	AMOUNT
Annual Management Fee *Itemize fees* *May provide on separate sheet*	$
Project Based Fee Per Hour *Per Need Basis*	$

Evaluation Criteria

CRITERIA	WEIGHT
Relevant Experience	25%
Proposed Executive Director Qualifications	25%
Approach to Scope of Services	25%
Local Knowledge & Stakeholder Experience	15%
References	10%
Cost Proposal	5%

Confidential and Proprietary