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2013-2014**

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Economic Development

Environment & Design

Finance

Homelessness

Marketing & Promotions

Oldtown Marketplace

Security

Traffic & Parking

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# 2013/2014 Annual Report

*“To promote and enhance Oldtown Salinas, provide its members with a unified effort to sustain and expand commercial activity, and facilitate a lively, safe and clean downtown environment.”*

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5/27/2014

Oldtown Salinas Association

## Organization

The Oldtown Salinas Association (OSA, Association) is a 501(c) (4) nonprofit organization that acts as an advisory board to the Salinas City Council on behalf of the Oldtown Salinas Parking and Business Improvement District (BID, District). The Association operates under the **Parking and Improvement Area Law of 1989 (SB 1424 and AB 1693) of the Streets and Highways Code, and City of Salinas Ordinance No. 2126**. It is governed by a 16-member Board of Directors and staffed by a part-time Executive Director.

OSA implements its annual work programs and supports the District's business community through the efforts of its Board of Directors and numerous volunteers who serve on the Economic Development, Environment & Design, Marketing & Promotions, Oldtown Marketplace, Homelessness, and Traffic & Parking Committees. The ad hoc Nominating Committee is responsible for board member recruitment, nominating a President-Elect, and any employment searches. The Executive Committee is comprised of the OSA Board President, Vice President, Treasurer, Secretary, Past President, City Manager or Designate, and the Executive Director who serves in a non-voting capacity. The committee provides oversight of, and makes recommendations for, the Annual Budget and general organizational structure.

The Oldtown Salinas Association encourages and relies on active business participation and volunteerism to promote a healthy and vibrant business community and to fulfill its purpose statement. OSA maintains an office within the Oldtown Salinas Business and Parking Improvement District, easily accessible to business owners and the public.

The following pages describe the purpose, challenges, accomplishments, recommendations and upcoming goals for each of the committees that have been active in this current fiscal year.

### Economic Development

#### Purpose

The Economic Development Committee's purpose is to strengthen and broaden the economic base of Oldtown Salinas through business retention and recruitment.

Note: This is the highest priority shared by the merchants of Oldtown Salinas.

#### Challenges

Oldtown Salinas has many vacant properties available, including numerous on the retail level (1<sup>st</sup> floor) spaces on the 100, 200 and 300 blocks of Main Street. This creates a visual and mental distress signal that Oldtown is a ghost town, which it is not. It also decreases the assessments brought into the OSA, and thereby revenue that can be used to help improve the business district.

## 2013 / 2014 Economic Development Accomplishments

- Moved “The Oldtown Marketplace” the certified farmers’ market into the heart of Oldtown. Drawing over 1800 customers to Oldtown every Saturday morning.
- Negotiated the extension of a no interest Micro Loan Program with the City, directly for Oldtown merchants. This opportunity was provided to Oldtown Merchants in an effort to help sustain and grow their business.
- Held “Koffee with Ken” for merchants, patrons and property owners to actively connect with information about OSA and its various services and obtain feedback.
- Streamlined the assessment process with Finance Department staff, City of Salinas.
- Participated in the “Downtown Vibrancy Plan” with the City of Salinas and stakeholders.
- Construction began on the Taylor building; the 201 Main street project with 4 different businesses is just weeks away from opening, and almost 50 new merchants have successfully launched their businesses in 2014.
- To offset the loss of parking and disruption of business during construction of the Taylor Building, OSA successfully lobbied for free parking validations in the Monterey Street Parking Garage for member businesses.

## Recommendations

We would like to see a fully occupied Oldtown business community, providing a tipping point for retail shoppers to be more motivated to go to Oldtown for their needs. The future looks strong, with the Taylor Building and 201 Main nearing completion. This year, however, we would like to see a new business incubator located in Oldtown. We would also like to see distressed buildings such as the El Rey Theatre cleaned up, and hopefully put into use. We see the Vibrancy Plan and its addressing parking, circulation and other activities in Oldtown as key to the future economic viability of the district.

## 2014 / 2015 Economic Development Goals

- Help Fill Empty Properties
- Extend Micro Loan Program
- Coordinate activities with the Small Business Development Center

- Improve partnerships with City of Salinas, Salinas Valley Chamber of Commerce and SUBA
- Locate a Business Incubator in Oldtown
- Apply for CDBG grant for Oldtown improvements
- Assist with the completion and implementation of the Downtown Vibrancy Plan.
- Assist with the completion and implementation of a comprehensive Parking Management Plan for the downtown.
- Advocate for retaining and expanding County offices and State courts in the downtown.

## Environment & Design

### Purpose

To provide oversight, planning and implementation of necessary improvements related to our landscape and sanitation efforts.

Note: This Committee work continues to be of the highest importance for members.

### Challenges

Enhancing the look of downtown through landscaping, banners & painting has been a primary topic of discussion of the Committee. Support in many of these areas has been forthcoming from the City, the OSA Board and property owners.

The Oldtown Salinas Association continues to maintain a contract with HOPE Services to provide enhanced sanitation and landscaping within the District.

### 2013 / 2014 Environment & Design Accomplishments

- Banners hung on Main Street in conjunction with National Steinbeck Center funding.
- Graffiti removal reporting program with HOPE services and City of Salinas.
- Sidewalk cleaning of all colored concrete on Main Street and cross walks in Oldtown.
- Re-planting flowers in Oldtown Salinas with financial help from property owners.
- City funded patrol in the multi-level parking garage
- Improved lighting in parking lots and alleyways.
- City funded print media promoting parking
- Increased police patrols overnight and early mornings

## Recommendations

A comprehensive landscape design plan is desired to tie in the Taylor Building and Oldtown.

This would allow for all desired improvements to be visualized into one professional plan, and to execute as budget allows. Examples of items to include would be: painted and in-filled tree wells, improved lighting, improved tree lighting, enhanced street signs. It is hoped that continued partnering with the City, business owners and property owners will result in developing a comprehensive visual and beautification plan for Oldtown.

## 2014 / 2015 Environment & Design Goals

- Continue HOPE services for sanitation contract
- Infill of empty tree wells
- More Portal Galleries and Public Art
- Installation of long term lighting on trees & merchant shops

## The Oldtown Marketplace

### Purpose

To attract people to Oldtown for positive, memorable experiences that promotes Oldtown businesses and Oldtown as a consumer destination. The Oldtown Marketplace has the freshest locally grown produce, flowers, ethnic foods prepared onsite, custom made arts, hand crafted jewelry, and even live entertainment. It is a weekly certified farmers' market held every Saturday from 9am – 2pm on Gabilan Street from Main to Salinas's streets with over 30 local vendors.

### Challenges

We always want to entice people to come to see what is happening in Oldtown Salinas. The Oldtown Marketplace is a creative way to attract new shoppers while increasing access to healthy local grown foods. We are fortunate to have hired an experienced market management team, without whom we would not be able to continually produce and operate this weekly event. OSA always attempts to be sensitive to potential impacts to Oldtown businesses of the placement or timing of events and continues to encourage our members to be an active vendor gaining additional exposure.

### 2013/ 2014 Oldtown Marketplace Accomplishments

- Created a high-end, upscale street certified farmers' market.
- 1 year anniversary of the market moving to Gabilan Street in May 2014. This not only increases patron traffic to the market, but business exposure to our local merchants.
- Market is run with very tight fiscal control, and generates revenue to local merchants.

### Recommendations

We are working to expand the Oldtown Marketplace, and thank the City of Salinas for their cooperation with our efforts. There is currently a waiting list for additional vendors at the Oldtown Marketplace. There are plans to add a Wednesday night market when the Saturday market becomes stabilized.

### 2014/ 2015 Oldtown Marketplace Goals

- Expand the Marketplace one block towards Monterey Street
- Increase vendor membership, monthly activities, and community attendees

## Marketing & Promotions

### Purpose

Committee members publicize networking mixers, organize OSA sponsored events and contribute to marketing and advertising coordination. Committee members also assist in creating public relations material for Oldtown members, and media and brochures for OSA programs.

### Challenges

The City of Salinas does not obtain email addresses when businesses are filing business licenses, so communication via email required a sizeable effort by OSA staff to improve the contact database. Communication was greatly improved throughout the 2013/2014 fiscal year by numerous emails, mixers, "Koffee with Ken" discussions, and increased merchant meetings.

### 2013/ 2014 Marketing & Promotions Accomplishments

- Successful community discussion meetings called "Koffee with Ken"
- Quarterly merchant mixers and our Annual May membership meeting.

- Media packet created specifically for merchants for advertising and marketing.
- Oldtown announcements on our office window of upcoming activities/events.
- Improved Communication with Members utilizing our updated database.
- Dedicating hours towards outreach for Merchant Liaison to build positive relationships

### Recommendations

Continue to enhance communications not only within Oldtown and the surrounding area, but within all of Monterey County. Collaborate with marketing entities throughout the County.

### 2014 / 2015 Marketing & Promotions Goals

- Monitor and measure Merchant, Property Owners, and OSA needs through combined efforts to improve connectivity and obtain Merchant and Property Owner feedback.
- Promote new and existing businesses through website updates and email blasts. Make the community aware of the many changes and upcoming events around while monitoring changes and additions in Oldtown.
- Complete “wayfinder” project with Leadership Salinas Valley
- Continue to market and improve the new Oldtown Salinas website
- Develop a marketing ad campaign plan focused on outside of Oldtown. Work closely with City of Salinas, SUBA and Salinas Valley Chamber of Commerce to cross-promote.

### Finance & Administration

The Oldtown Salinas Association relies primarily on assessments collected from the City of Salinas on behalf of the Business Improvement District to fund its annual work plan. OSA must raise additional funds to support many of its programs. Events are self-supporting through sponsorships and operated under the Oldtown Salinas Foundation, ideally, and earn additional revenue to supplement the Annual Budget for the Oldtown Association.

All business owners are assessed annually to provide for a variety of enhanced services to the downtown district. Assessments are billed according to an amount set forth in the *City of Salinas Municipal Code, Chapter 21B, Article IV*. Associate memberships are \$200 for businesses and property owners located outside of OSA District boundaries, and \$100 for non-profits.

## 2013/2014 Finance & Administration Accomplishments

- Hired Leslie Crenshaw as Merchant Liaison improving membership communications.
- Created a Merchant profile campaign on website and free weekly e-newsletter ads.
- Promoted Jessica McKillip from merchant liaison to Executive Director in January 2014.
- Keep disciplined control on expenditures, creating a transparent and balanced budget.

## 2014 / 2015 Budget

	<u>CASH INCOME</u>	Marketplace	OSA General	Totals
1	Assessments			90,000
2	Associate Memberships			4,000
3	Property Owner Contributions			15,000
4	Interest Income			100
5	City, Train Lot Cleaning Contribution			17,000
6	<b>Non Farmers Market Revenue</b>			<b>126,100</b>
7	Vendor Stall Fee	50,800		50,800
8	EBT paid to Vendors	2,200		2,200
9	<b>Farmers Market Revenue</b>	<b>53,000</b>		<b>53,000</b>
	<u>CASH EXPENSES</u>	-	-	-
10	Personnel Expenses			
11	Hourly Payroll	15,000	52,000	67,000
12	Payroll Taxes	1,600	3,900	5,500
13	Health Benefits	0	1,200	1,200
14	Subtotal Personnel Expenses	16,600	57,100	73,700
15	Accounting & Legal	0	5,000	5,000
16	Advertising	6,200	0	6,200
17	Bank Charges	0	200	200
18	Staff/Board Training/Development	500	2,000	2,500
19	Committee Work (Econ Dev, Beautif, Promotions)	0	3,000	3,000
20	Dues & Subscriptions	650	500	1,150
21	EBT Paid to Vendors	2,200	0	2,200
22	Entertainment	1,500	0	1,500
23	Equipment, Copier	0	2,250	2,250
24	Insurance	0	2,500	2,500
25	Miscellaneous	200	300	500
26	Annual Meetings/ Merchant Meetings / Mixers	0	2,000	2,000
27	Outside Services	800	0	800
28	Permits	500	0	500

29	Postage	0	300	300
30	Printing & Graphics	2,000	1,000	3,000
31	Rent	0	6,500	6,500
32	Sanitation	2,200	30,000	32,200
33	Sanitation - Train Station	0	14,500	14,500
34	Security	0	10,000	10,000
35	Strategy Planning Board Retreat	0	1,000	1,000
36	Supplies	800	1,200	2,000
37	Telephone & Internet		1,500	1,500
38	Travel Expense		500	500
39	Utilities		2,500	2,500
40	Website		1,000	1,000
41	<b>TOTAL CASH EXPENSES</b>	<b>34,150</b>	<b>144,850</b>	<b>179,000</b>
42	<b>GRAND TOTAL CASH INCOME - EXPENSES</b>	<b>18,850</b>		<b>100</b>

### Homelessness/ Street People Task Force

The Oldtown Salinas Association led a series of community meetings on the homelessness issue in Oldtown Salinas this past year. Further, members of our Board have become active participants in the Chinatown Association, SPARC and CASP in an effort to help address the issues with homelessness, and explore and implement long term solutions. OSA will advocate for reintroducing an emergency shelter downtown for the upcoming winter, in order to provide an alternative to homeless sleeping and camping in the downtown.

### Security

#### 2013 / 2014 Security Accomplishments

- Private security services were contracted with Condor Security to patrol downtown. This keeps vagrancy issues to a minimum, deterring pan handling, and addresses other security concerns through a 24 hour hotline and uniformed patrols. Presence is a deterrent.
- OSA established a Street People Initiative that includes a five (5) point plan that is in implementation to provide assistance over the short term. Plan includes addressing restrooms, training volunteer ambassadors, letter to the City of Salinas, merchant contact card, and trash bins.

## Challenges

With respect to Security, cutbacks within the Salinas Police Department have resulted in a loss of regular police patrols in the District. While overall crime rates are low in Oldtown, tagging, vandalism and robberies are a concern. Pan-handling and vagrancy are cyclical, but seem to have increased over the last three years. The lack of police and security presence in the District are a challenge to maintaining a safe and inviting atmosphere for the public and OSA members. Security concerns represent an additional concern for merchants and property owners.

## Recommendations

OSA now has a contract with a private security agency to provide patrols to create a safer atmosphere. **We have expanded the budget for this item in 2014/2015 and are asking the City of Salinas and others to match our budget efforts.**

## 2014 / 2015 Security Goals

- Continue services to patrol the downtown to continue a focus on vagrancy, deter the panhandling and homeless people, while addressing other security concerns through a 24 hour hotline, and uniformed patrols.
- Work with member businesses and the City to coordinate security contracts and hiring, to leverage security presence in the downtown through multiple sources.

## Traffic & Parking

The purpose of this committee is to work with the merchants and the City to alleviate the issues associated with parking and traffic in Oldtown Salinas and surrounding areas.

OSA will work to continue the validation program, and investigate long term parking solutions for all of Oldtown Salinas as part of the Downtown Vibrancy Plan. OSA will be an active participant in the Vibrancy Program with the City of Salinas and Monterey County.

*We thank all of the Oldtown Salinas Association members for their contributions to making Oldtown the best it can be!*