



**Salinas United Business Association
Board of Directors
2016-17**

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Rudy Rodriguez

Executive Director
Vacant

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Committees
Business Resources
Finance
Marketing, Promotions & Special Events
Policy & Government Relations
Safety

2015-2016 Annual Report

Approved by SUBA Board of Directors

August 30, 2016

Vision

"The New Alisal is the jewel of the Salinas Valley, an economic powerhouse, and a thriving community where everyone is welcomed"

Mission

"We are a community driven business association rising to improve the East Salinas business district"

Report Index

2015-2016 Accomplishments	2
Policy, Built Environment & Government Relations	3
Safety	3
Marketing & Promotions	3
Finance & Administration	4
Challenges	4
Recommendations	4
2016-2017 Goals	6
2016-2017 Proposed Budget	7

Salinas United Business Association

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The Salinas United Business Association (SUBA) is a 501 (c) 6 nonprofit corporation appointed by the City Council to serve as the Advisory Board of the Business Improvement Area (BIA) formed in 2004 under the Parking and Business Improvement Area Law of 1989. Through the levying of assessments, SUBA provides district members with benefit services, support and resources they need to be successful business owners including business training, marketing, and streetscape beautification and maintenance.

This Annual Report for FY 2015-2016 is required by California Streets and Highways Code Section 36533, so that the City Council may be advised of the previous year's activities and uses of annual assessments levied on businesses within the SUBA Business Improvement Area. With Council approval, the SUBA Annual Report will also provide direction for SUBA activities and use of assessment district funds in the coming fiscal year.

SUBA implements its annual work program and supports the District's business community through the efforts of its Board of Directors and volunteers. The Board of Directors consists of seven (7) voting members. In addition, there are four non-voting members: three City Council members and a City of Salinas representative (City Manager or designee). The organization continues to operate under the leadership of the Executive Board since the resignation of its Executive Director in September 2015.

2015-2016 Accomplishments:

Executive Board

- Assisted in promoting the public's participation in informational meetings hosted by the City of Salinas as part of the input-gathering phase of the Housing Element.
- Conducted annual planning retreat in February 2016 to review organization's goals, priorities and the basis for an updated annual work plan.
- Applied for 501(c3) status which will allow them to pursue fundraising opportunities which will enhance their operating budget.

Business Resources

- Collaborated in August 2016 with CSUMB and participated in "The Leaders' Forum for Bright Futures" regarding improving communities.
- Co-sponsored Overcoming Barriers to Access to Capital workshop with the San Francisco Reserve Bank and El Pajaro Community Development Corporation (April 2016)
- Collaborated with CSUMB Small Business Development Center, El Pajaro Community Development Corporation, Opportunity Fund, Monterey County Business Council, and to make training and educational opportunities available to small business members.
- Supported and informed members about the City of Salinas Grow Salinas Fund.

- Continued development of the SUBA website (www.subasalinas.com).
- Continued to maintain the Business Resource Center and provide graphic designs and basic marketing design support to business members interested in creating new marketing materials (business cards, flyers, logos, etc.) all at no cost.

Policy, Built Environment & Governmental Relations

- Held meetings with City and County staff to address code enforcement issues and policies regarding illegal vendors and catering trucks.
- Worked in partnership with various agencies and non-profit groups such as Building Healthy Communities, Center for Community Advocacy, CHISPA, etc. to improve address the barriers in the community impact the quality of life for East Salinas residents and businesses.
- Worked with the City of Salinas Public Work staff establish parking zone restrictions along E. Alisal Street and no big rig parking trucks along Griffin Street.

Safety

- Continued to work in collaboration with the Salinas Police Department in addressing the ongoing concerns of members regarding crime and safety of the residents and businesses.

Marketing and Promotions

- Worked in partnership with the City of Salinas and volunteers on the beautification of E. Alisal Street and identified missing trees and replanted planters.
- Promoted special events such as Valentine's Day and Mother's Day Sidewalk Sales and helped during the planning stages of Ciclovía.
- Processed Temporary Land Use Permits for participating business owners in good standing.
- Hosted a Meet and Greet Mixer at Los Arcos Restaurant to introduce new board members and SUBA President.
- Encouraged business owners along E. Alisal Street to promote their businesses during annual El Grito Street Festival and Ciclovía which take place on E. Alisal Street.
- Sponsored several events such as CHISPA's Harvest Festival, Salinas Jaycees, Alisal Rotary, to promote the SUBA Business District.
- Worked on designing and installing banners along E. Alisal, E. Market and N. Sanborn Rd.
- Designed and distributed SUBA decals to SUBA members.
- Continued to expand the SUBA "branding" campaign to help increase SUBA's visibility and name recognition within and outside of the SUBA District.
 - Upgraded newsletter, brochure, and e-mail based news blasts enhance the SUBA "brand".
 - SUBA President and/or Board members were featured/interviewed in multiple news stories during the past year, further expanding community awareness of SUBA.

Finance and Administration

- Responded to members' request for information about the City's street/sidewalk maintenance program, graffiti abatement program and information regarding services provided by the code enforcement department.
- Worked with the City of Salinas Finance Department to keep the BID roster updated and helped maintain the City's assessment procedures.
- Took on a more active role in attempting to collect unpaid assessments by reaching out to members either by phone or by personal visits. Delinquent assessments continue to be turned over to a third party collection agency. A total of \$7,608 has been collected to date by the collection agency.
- Implemented a revised Treasurer's Report which is more transparent

Challenges

SUBA's primary challenge continues to be accomplishing an ambitious strategic work plan with limited staff and scarce and declining financial resources. The Board of Directors has prioritized improving the relationship between the organization and the businesses that comprise its membership. Therefore, the Board will continue to explore, adopt, and/or create innovative ways of engaging its membership and increasing their participation on the association's committees and at SUBA sponsored events and activities.

SUBA continues to face the challenge of collecting delinquent assessments from its members. Approximately thirty-nine percent (39%) of assessments were uncollected last year. Of the 674 businesses billed (\$118,220), 351 (\$45,833) were sent to a collection agency and even then, only 69 businesses (\$7,608) sent to collections remitted payment.

Recommendations

Given the reduction in the operating budget, SUBA will continue to streamline services to members. The Board will need to revisit established priorities to determine where further programming reductions will occur. SUBA proposes to restructure its existing committees (Business Resources, Finance, Marketing, Promotions & Special Events, Policy & Government Relations, Safety) to the following:

Marketing/Promotions Committee will work on developing and coordinating different marketing and promotional strategies for individual businesses, the business district and the Association. Examples of special benefit services shall include but not be limited to:

- Website development and updating

- Management, coordination, co-sponsorship and/or participation in/of special events including a farmers' market, Mixers, Festivals, Christmas Posadas, El Grito and Ciclovía event to promote the SUBA BIA.
- Coordinate sidewalk sales for special holidays (Mother's Day, Valentine's Day, Thanksgiving sales, etc)
- Quarterly SUBA newsletter
- Work with local media outlets to produce ads and promotional events in the SUBA BIA
- Welcome Packets for new SUBA members

Business Resource Committee will develop and implement strategies to provide members with the tools they need to be successful business owners. Examples of special benefit services shall include but not be limited to:

- Workshops and training sessions that are beneficial to SUBA members
- Promote Grow Salinas Fund and other funding opportunities for members
- Maintain Business Resource Center

Safety Committee will plan and implement initiatives, programs, and special projects that will increase public safety and improve the quality of life in our business community. Examples of special benefit services shall include but not be limited to:

- Monthly business watch meetings throughout the SUBA district
- Facilitate meetings with City of Salinas Police Chief or representative.
- Provide "No Trespassing" signs at reduced cost for members

- **Beautification & Landscaping Committee** will plan and recommend beautification projects which may include sidewalk, gutter and bulb-out cleaning services, trash removal, as well as installation of banners, planters, signage, etc. Examples of special benefit services shall include but not be limited to:

- Regular sidewalk and gutter sweeping
- Timely graffiti removal
- Purchase of additional trash receptacles
- Tree and vegetation planting and maintenance
- Existing and new public spaces maintenance
- District, holiday and seasonal banners
- Work in collaboration with Tunas de Nopal Art Collective

The Board will continue to explore the possibility of combining the business license renewals and BID assessment billings. This will increase the collectability of assessment revenue. The Executive Board will take on the responsibilities of the Executive Director and will oversee the

Finances and the Administration of the association. In addition, they will also be responsible for the Policy & Government Relations Committee.

2016-2017 Goals

Executive Board

- Champion the revision of the City's vendor ordinance so it is clear, enforceable and sustainable.
- Provide board training activities aimed at increasing the Board's capacity to serve as business leaders and community advocates.
- Collaborate with the City of Salinas Community Development Department the proposed Alisal Vibrancy Plan.

Marketing/Promotions Committee

- Expand communication with the membership and other stakeholder groups, by expanding use of electronic communication and social media.
- Work with City staff to research the feasibility of establishing a Farmer's Market to promote SUBA members and build community awareness of the association.
- Continue to work with the Salinas Valley Chamber of Commerce, Salinas Cultural Committee, Central Coast Hispanic Chamber of Commerce and the Monterey County Hispanic Chamber of commerce to promote small businesses and cultural events in the SUBA district.

Business Resource Committee

- Work directly with lenders, business organizations, non-profit groups and governmental agencies to provide SUBA members information and training on financing opportunities to improve their businesses.
- Recruit volunteer interns and trainers that can offer business workshops for small business growth and development

Safety Committee

- Work with the City's Code Enforcement and County Health Department to improve monitoring of city and county health and safety codes.
- Facilitate community meetings with business owners and Salinas Police Department.
- Work with the City of Salinas to relocate catering trucks and vendors from the arterial commercial streets of East Salinas.

Beautification & Landscaping Committee

- Work with the City's Community Development Department to implement projects aimed at the beautification of the business corridor within the SUBA district. Projects include refurbishing planters and benches on E. Alisal Street, new cart corrals, and pole banners for E. Alisal Street and E. Market Street.

2016-2017 Proposed Budget

SUBA proposes a FY 2016/17 balanced budget of \$162,745 that is based on anticipated collected revenues from the annual assessment and associate memberships. The City 2016-2017 budget estimates SUBA's assessment income at \$140,000, and assumes the City successfully collects all of the billed assessments. Since the actual collected amount over the past several years has averaged \$80,000, SUBA is conservatively projecting the 2016-2017 assessment revenue to be \$80,000. With the addition of the FY 2015-16 current balance, the proposed 2016-17 Budget is balanced and with projected revenues and matching expenses of \$162,748. At mid-year, the Board will revisit actual assessment revenues collected and will make budget adjustments accordingly.

Salinas United Business Association			
Proposed Budget 2016-2017			
Income			
	SUBA BID Assessments & Associated Membership (projected actual)		\$ 80,000
	Current Balance from FY 2015/16		\$ 82,748
Total Income			\$ 162,748
Expense			
	Operations (45%)		\$ 73,236
	Beautification and Landscaping (20%)		\$ 32,550
	Marketing & Promotion (20%)		\$ 32,550
	Safety (10%)		\$ 16,275
	Business Resources (5%)		\$ 8,137
Total Expenses			\$ 162,748