



Salinas United Business Association

Board of Directors 2016/2017

President

Rudy Rodriguez

Executive Director

Alejandro Chavez

Administrative Assistant

Mayra Aguilar

Executive Officers

Rudy Rodriguez

Maria Contreras

Fernando Samayoa

Frank Ramirez

Directors

Jorge Segundo

Refugio Aguiano

City of Salinas Liaisons

Scott Davis

Tony Barrera

Gloria de La Rosa

Maria Orozco

Committees

Business Resources

Finance

Marketing & Promotions

Safety

Beautification

2016-2017 Annual Report

Approved by SUBA Board of Directors

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 East Salinas
business district"*

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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 area members with benefit services, support and resource they need to be successful business owners including business training, marketing and streetscape beautification and maintenance.

Organization:

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 2016-2017 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 currently consists of six (6) voting members. However, we do expect to have 9 voting members in the next few months as we have been able to recruit possible candidates and are confident this will occur shortly. In addition, there are four non-voting members: three City Council members and a City of Salinas representative (City Manager or designee). SUBA continued this past year to operate under the leadership of the Executive Board, however a new Executive Director was hired in June of 2017.

2016-2017 Accomplishments:

The Executive Board assisted in promoting the public and small business members participation in training and educational opportunities made available through El Pajaro Community Development Corporation, Opportunity Fund, and Monterey County Business Council. The Board also supported and informed members about the City of Salinas Grow Salinas Fund.

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

Our Executive Committee held meetings with City and County staff to address code enforcement and policies regarding illegal vendors and catering trucks as well as homelessness. SUBA has worked in partnership with various agencies and non-profit groups such as Building Healthy Communities, Center for Community Advocacy, and CHISPA to address the barriers in the Community that impact

the quality of life for East Salinas residents and businesses. Although we may not always have the same purpose or goal, we will continue working alongside these organizations for the betterment of quality of life for businesses and residents in East Salinas. We have continued to work with City of Salinas Public Work staff to establish parking zone restrictions along E. Alisal Street and no big rig parking trucks along Griffin Street, along with illegal parking and mobile home parking affecting businesses throughout the district.

Our Safety Committee, and in particular our staff, 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 including homelessness and various code enforcement issues.

The Beautification Committee worked in partnership with the City of Salinas and volunteers on the beautification of E. Alisal Street and identified missing trees and replanted planters. In partnership with the City of Salinas, SUBA worked in collaboration with TUNAS de NOPAL Art Collective to paint all the planters on East Alisal Street and we are working with Board Members and members to plant and maintain each planter.

The SUBA Board promoted special events such as Valentine's Day and Mother's Day Sidewalk Sales. We processed Temporary Land Use Permits for participating business owners in good standing. SUBA 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.

Our Marketing and Promotions Committee worked on designing and installing banners along E. Alisal, E. Market and N. Sanborn Rd. We are about to start the process to get the encroachment permits to begin the installation of the banners. We continue to distribute SUBA decals to SUBA members. SUBA will continue to expand the SUBA "branding" campaign to help increase SUBA's visibility and name recognition within and outside of the SUBA District with flyers for special events, updating our website and using our Facebook to be as current as possible. We are in the process of updating our newsletter, our brochures, and e-mail based news blasts to enhance the SUBA "brand". We held our "Posada" event in December where board members and SUBA handed out food, hot drinks and gave out toys to nearly 300 people, which included 2 new bikes- in partnership with La Plaza Bakery, Salinas Swap Meet and the Alisal Rotary Club.

Finance and Administration under the Executive Committee responded to members' request for information about the City's street/sidewalk maintenance program, graffiti abatement program and information regarding services provided by Code Enforcement. The Executive Committee worked with the City of Salinas Finance Department to keep the BID roster updated and helped maintain the City's assessment procedures. The Committee also 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 \$31,463 has been collected to date by the collection agency. In addition, SUBA implemented a revised Treasurer's Report, which is more transparent and agendas and minutes have been uploaded to our website.

Challenges

SUBA 's primary challenge continues to be accomplishing a demanding 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 through its workplan. In addition, the Board has hired a new Executive Director to assist in this engagement. This process began in late April of 2017 and Alejandro Chavez was hired in June of 2017.

SUBA continues to face the challenge of collecting delinquent assessments from its members. Approximately forty-five percent (45%) of assessment amounts were uncollected last year. Of the 696 businesses billed (\$181,373), 401 (\$117,731) which is equal to 58% of the businesses were sent to a collection agency. Of those businesses, only 159 businesses (\$31,463) sent to collections remitted their payment. In total 65% of the businesses paid their assessment, but this only accounts for 55% of the total assessment value. The Director will prioritize collecting on delinquent accounts immediately, and has met with City of Salinas staff, and in particular the Finance Department to try and make this collection a bit more seamless. Including the SUBA assessment along with the Business License Fee as one bill will assist to get a higher percentage, if not nearly 100% collection rate on SUBA assessments. If this is implemented by the City of Salinas, it would have an immediate positive effect on the cash flow and the ability of SUBA to fulfill its duties and goals.

Recommendations

Given the reduction in the operating budget, SUBA will continue to restructure 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, Marketing, Beautification and Safety) to the following:

Marketing and 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, coordination, co-sponsorship and/or participation in/of special events including a farmers' market, mixers, festivals, Christmas Posadas, El Grito and other special events to promote the SUBA BIA. SUBA will coordinate sidewalk sales for special holidays (Mother's Day, Valentine's Day, Thanksgiving sales, etc.). We will resume our Quarterly SUBA newsletter and work with local media outlets to

produce ads and promotional events in the SUBA BIA. We are currently pricing packages with local media. Finally, we are introducing new 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 beneficial to SUBA members, promotion of the Grow Salinas Fund, and other funding opportunities for members. We will be offering these services and promoting them to our members through our partnership with Pajaro CDC and the City of Salinas.

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: Quarterly business watch meetings throughout the SUBA district and facilitation of meetings with City of Salinas Police Chief or designated representatives. We have scheduled a meeting with the new Police Chief in August with our Board and we will coordinate for an at large community meeting with all our members. SUBA will 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:

- * Scheduled sidewalk and gutter sweeping
- * Timely graffiti removal
- * Tree and vegetation planting and maintenance
- * Existing and new public spaces maintenance
- * District banners to beautify and utilize as place markers for SUBA

Work in collaboration with Tunas de Nopal Art Collective and other art collectives on beautification projects. This will increase the collectability of assessment revenue.

Finance and Administration under the Executive Committee will continue to respond to members' request for information about the City's street/sidewalk maintenance program, graffiti abatement program and information regarding services provided by Code Enforcement. It will rely on staff to get this information out and to assist members with these issues. Staff will work with and monitor the status along with the City of Salinas Finance Department to keep the BID roster updated and help maintain the City's assessment procedures. SUBA will take an active role in attempting to collect unpaid assessments by reaching out to members either by phone or by personal visits. The Executive Director along with the Executive Board will oversee the Finances and the Administration of the association and also be responsible for the Policy & Government Relations Committee through this process. SUBA will continue to be more transparent with its agendas and minutes being uploaded to our website.

2017-2018 Goals

SUBA goals include:

- Provide board training activities aimed at increasing the Board's capacity to serve as business leaders and community advocates
 - Organize a board retreat and strategic planning session.
- Continue to collaborate with the City of Salinas Community Development Department and Public Works Department to augment and support the proposed Alisal Vibrancy Plan. This plan is a high priority for SUBA and it's Executive Board.
- Champion the revision of the City's vendor ordinance so it is clear, enforceable and sustainable.

Our Committees will be better utilized and better supported with staff and board members and we will expand their roles and increase their activities in this upcoming fiscal year.

Marketing and Promotions Committee

SUBA will expand communication with the membership and other stakeholder groups, by expanding use of electronic communication and social media. We have begun walking door to door speaking to businesses and increasing our visibility along with getting back feedback. SUBA will continue to develop its relationships with other business organizations and in particular 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. Furthermore, we are developing our work plan to include free advertising for our members in good standing to promote and market their businesses through media spots purchased by SUBA.

Business Resource Committee

SUBA will 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. We will be partnering with organizations such as the Pajaro CDC to make certain we offer members opportunities for training and gathering of information. We will begin to offer business workshops for small business growth and development through these partnerships.

Safety Committee

SUBA staff will continue to work with the City's Code Enforcement and County Health Department to improve monitoring of city and county health and safety codes throughout our business district. SUBA will facilitate community meetings with business owners and Salinas Police Department. We have our first meeting being coordinated with the SUBA Board of Directors and the City of Salinas Chief of Police to begin this dialogue and to coordinate community meetings with our business owners and community.

Beautification & Landscaping Committee

SUBA will work with the City's Community Development and Public Works Departments to implement projects aimed at the beautification of the business corridor within the SUBA district. Projects include pole banners, plants in our planters that were refurbished last fiscal year for E. Alisal Street. In addition, we are beginning a pilot program to look at lighting trees on E. Market Street to

bring vibrancy to our business district along with more safety. We will continue to monitor and work on plans to provide more regular clean ups and work with the City staff to further opportunities to de-weed within our business district.

BUDGET:

Salinas United Business Association Budget 2017-2018

Income

SUBA BID Assessments & Associated Membership (<i>projected actual</i>)	\$ 80,000
Grants	\$ 17,000
Donations	\$ 2,500
Current Balance from FY 2016/17	\$ 78,458

Total Income	\$177,958
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Expenses

Operations **\$139,050**

Accounting	\$ 5,050
Conferences/Staff Development	\$ 2,500
Insurance	\$ 3,000
Permits	\$ 500
Dues and Subscriptions	\$ 500
Office Furniture & Equipment	\$ 1,400
Office Supplies	\$ 1,850
Postage	\$ 1,000
Telephone & Internet	\$ 2,500
Rent	\$ 12,000
Staff	\$ 105,000
Miscellaneous	\$ 1,750
Reserves	\$ 2,000

Programs **\$ 38,908**

Beautification and Landscaping	\$ 12,000
Marketing & Promotion	\$ 10,000
Safety	\$ 5,400
Business Resources	\$ 3,950
Contingency Funds	\$ 7,558

Total Expenses	\$ 177,958
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