



**Suisun City Waterfront Business Improvement District
2022 Annual Board Retreat
Monday, January 10, 2022, 6:00pm
Athenian Grill – 750 Kellogg St, Suisun City**

6:00pm - Welcome & Introductions

6:10pm – Agenda review & housekeeping

6:15pm – Board roles & responsibilities

1. Executive Committee
2. Assign organizational leadership roles for all

6:50pm – Workplan

1. Marketing plan
2. 2022 Calendar

7:20pm – Break (working dinner)

7:30pm – Policy Manual

1. Review
2. Recommend amendments

8:00pm -Adjourn

SCHWBID

media and marketing plan

2021 Proposed Program of Work Revised Feb. 2021

SUISUN CITY HISTORIC WATERFRONT BUSINESS IMPROVEMENT DISTRICT

SCHWBID will continue to concentrate on marketing the Waterfront District of Suisun City as a regional and a local destination. The overall SCHWBID Media Marketing will focus on two district market segments that can generate traffic and sales:

- *Local/Downtown Suisun City Employees and Residents (when restrictions off/re-opened – estimated Summer 2021)*
- *Metro Area Residents & Visitors (area to be defined)*

SCHWBID Media Marketing

- Waterfront District Businesses Directory Brochure or Booklet (request city's business license list and monthly update of new business licenses)
- Welcome Package/ New Business Orientation Program (brochures done; need letter, perhaps offers from downtown businesses?)
- Facebook, Instagram & Twitter
- Marketing in local channels TV & Radio (hold for now; need to develop message – cost may be prohibitive)
- Website Updating and Promotion
- E-Newsletters

Directory Brochure

Instead of printing the Waterfront District Businesses Directory Brochure, because of cost and it becoming outdated quickly, instead print a professionally designed postcard with QR code that will go directly to the SCHWBID website to access information on businesses and events.

1. Keeping website updated will be important
2. Less paper used/wasted.

3. Brochure racks will not be necessary.
4. New pictures of Waterfront District area needed
5. Include postcard in the welcome package for new businesses.
6. Cost for postcards only (not design) for 5,000 is about \$140 online
7. Distribution to members, including two hotels and train depot.

Welcome Package

Waterfront District Businesses **Welcome Package** to include:

1. Welcome Letter
2. Waterfront District Business postcards for their place of business
3. Map of the City and/or Waterfront souvenir (look at magnet with important phone #s – police, fire, city hall, etc.)
4. Sheet of welcome coupons from Waterfront businesses

Welcoming Package is a great way to meet new business owners, **acquire contact information** and invite new owners to participate in SCHWBID events.

Facebook/Instagram/Twitter

Social Media Marketing for Members – SCHWBID market members businesses through our social media channels at no cost to them.

UPDATE: The Look – use our newer Logo to be updated, seasonal image change, general update

SCHWBID Marketing Goals for Facebook/Instagram

1. **Business of the Week** – feature one business per week with their logo, information, what they do, products, discounts, etc.
2. **Events** – when we are able to do events again, these would be featured – consider paid boost when appropriate
3. **Combine Facebook and Instagram** – need login and password for Instagram to combine in Business App for easier one-time post that targets both sites.

Local channels TV & Radio

Before we begin marketing on local TV and radio, SCHWBID will need to talk about the following: demographics of the audience to reach – not only for TV & Radio, but for our segments (Local and Visitor). What is our message, costs and methods to determine return on investment (ROI) or if we are image advertising?

Image advertising for SCHWBID would be aimed at the creation of a specific image for our brand. We need to figure out our brand – is it reliability, luxury, trust, ruggedness or style? Are we a destination?

7 Best Methods to Advertise a Travel Destination

1. Show people what they want to see, not what you want to show
2. Design your ads to plant a long-term image
3. If necessary, reinvent the image of the place
4. Highlight unique subjects based on your audience
5. Use high-quality, image-driven content
6. Use a clear call to action
7. Biggest obstacles are cost and fear

Local Advertising would include

- 1. KUIC Ads** – Hold discussion if this is an advertising venue for image or better to use for events
- 2. Local TV Channel** – Feature Local Businesses or Events – we have not used this in the past – with viewers “cutting the cord” – we need to discuss
- 3. Your Town Magazine** – Magda to contact for costs
- 4. Gold Mine Magazine** (Daily Republic option-less expensive) – Laura to explore with Robert at DR.
- 5. Daily Republic** – Previously, we had a weekly page in color in the DR that didn’t cost the district – we advertised events for the month; the ads below were for district businesses at a reduced rate. Laura to explore with Robert at DR for when we are able to hold events again. Note: our ad space could not advertise other businesses – just events.

Write a comprehensive visitor attraction plan.

Website

www.suisunwaterfront.com

1. Maintained and Modernized
2. Updated content, including news releases
3. Social Networking/Linking Businesses
4. Marketing Business members events or specialties

Connecting Members: Must maintain a close relationship with Waterfront businesses to know needs and upcoming events of each individual business.

E-Newsletter

- E-Newsletters Social Media
- SCHWBID to encourage members to share updates.
- Monthly if done on volunteer basis – one month to visitors and businesses; one month to only businesses/city/elected officials, etc.

Note: "Breaking News" can be sent on via email (blind copied)

Estimated Budget

See spreadsheet for revised budget

Suisun City Historic Waterfront Business Improvement District

Policy Manual

January 2014



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Mission Statement and Goals

Vision Statement

Suisun City's Waterfront is a vibrant destination for dining, cultural experiences and waterfront activities for all ages.

Mission Statement

The mission of the Suisun City Historic Waterfront B.I.D. is to promote the physical and financial health of the Waterfront District as a unique business, social and cultural center of the City of Suisun City.

Organizational Goals

1. Increase awareness and cooperation among existing businesses
2. Expand name recognition for Suisun City Waterfront District
3. Improve and promote commercial and social activity
4. Encourage new development
5. Maintain a wholesome and safe community
6. Increase awareness of Suisun City's history
7. Provide benefit for all members of the District
8. Serve as advocate and liaison between members and city government

Clients served

- More than 80 business owners in downtown and their employees
- Local residents
- Customers of downtown businesses
- Visitors to the community

SCHWBID Policies and Procedures

Tax & Legal Responsibilities

Any board member or staff will:

- Immediately notify the remainder of the board with complete information related to any delays in tax payments or any legal matters;
- Immediately notify the board of any tax problems or penalties;
- Immediately notify the board of any legal suits.

The board will:

- Work closely to respond to notification of possible tax problems and develop plans for resolving tax and legal problems; and
- Formally approve any tax and legal settlements.

Monthly Accounting

- Income & expense statement for the organization (on a year-to-date basis);
- Balance sheet for the organization;
- Comparison of actual to budget on a year-to-date basis for the organization and, if appropriate, for each expense category.
- Reconciliation of previous bank statement.

Prepare brief narrative quarterly including the following:

- Highlights of recent period;
- Outstanding and/or anticipated problems;
- Anticipated opportunities;
- Analysis of financial health and comments on recent financial performance.

If the statements are not available, explain the delay and determine a date by which the statements will be completed.

In a timely manner, have end-of-year statements, Federal Form 990 and other federal and state forms prepared by outside source.

The board will:

- Carefully read financial information;
- Ask questions to be sure the statements are understood;
- Periodically review key accounting policies, such as depreciation, cash or accrual basis statements, etc.; and

Budget Process

As part of the annual budget preparation, the Finance Committee will report to the board and will:

- Investigate and analyze outside trends affecting the organization's finances;
- Revisit key decisions related to assets and liabilities

- Propose items for ad hoc investigation if warranted;
- Hold a discussion on analyses
- Develop a proposed budget by program and for the organization as a whole
- Give careful attention to budget reports;
- Engage in long term planning for funding, such as identifying a target mix of contributed and earned monies;
- Formally accept the budget, thereby authorizing the beginning of operations as planned.

Internal Controls

Two signatures are required on all SCHWBID checks and money transfers.

Board of Directors' Policies

The Board of Directors is responsible to receive group reports, make decisions on committee recommendations, and take positions on issues that will directly or indirectly affect the SCHWBID, and set new objectives.

After having been given direction by the Board, the committees are responsible for research, discussion and recommendations to the Board of Directors for action.

It is important for each Board member to be involved with, and have knowledge of, ongoing SCHWBID projects. Therefore, Board members are asked to actively participate on one committee each.

Discussion will not be reopened to update a member who has arrived late to a board meeting.

Committee recommendations will not be deeply debated. Legitimate concerns will be addressed or sent back to committee for clarification.

Board members or committee members shall not voice an opinion on an issue on behalf of the association until that issue is voted upon.

The SCHWBID President reflects the will of the Board of Directors.

Policy Statements

The SCHWBID does not sponsor or contribute to religious organizations.

The SCHWBID does not contribute to, support or endorse political candidates at any government level.

The SCHWBID does not contribute to other non-profit associations unless SCHWBID is holding an event that will benefit a non-profit organization.

When soliciting sponsorships for programs or special events, SCHWBID will be

sensitive to its membership base. SCHWBID will give first right of refusal to a SCHWBID business at the same level of contribution that a similar non-SCHWBID business is willing to contribute.

SCHWBID's priority will be to purchase goods or services from a SCHWBID member first, however, fiscal responsibility for the organization must be taken into consideration on some purchases.

Miscellaneous

Membership List – SCHWBID does not distribute or sell its membership roster, fax or e-mail lists to non-members. Each member may receive one (1) set of mailing labels annually for the cost of labels or free if the member provides the labels. Additional lists are \$20.00.

Fax/E-mail policy – SCHWBID does not fax or e-mail out solicitations, announcements or advertising for members or non-members unless in the course of paid advertising in the newsletter. SCHWBID does not distribute any of its fax or email lists.

Member Referrals – No one member will be referred over another. When practical, inquires should be referred to the SCHWBID Web site or a directory listing/brochure be given to the inquiring party.

Loan of SCHWBID Equipment – SCHWBID may loan its equipment, including, but not limited to, tents and other items to its members at no cost. A memorandum of understanding (MOU) for loan of equipment shall be signed by both parties that includes start and ending of loan period, resolution of disputes, non assignment of the equipment to other parties and to keep the equipment clean, in good repair and replace any missing parts that may be lost or damaged in the course of use shall be included in the MOU.

Volunteers – SCHWBID does not pay any of its volunteers that work on or at a special event. SCHWBID may provide meals and beverages for volunteers during a special event. SCHWBID will strive to recruit volunteers for special events, however, any independent contractor that may need additional paid workers for an event will need to procure those workers.

Independent Contractors Working on Behalf of SCHWBID

From time to time, SCHWBID may hire one or more independent contractors to do work on behalf of SCHWBID. The job of the independent contractor may be to execute events, marketing, bookkeeping or day-to-day work activities on behalf of SCHWBID.

Compensation will be determined for each separate contract. Compensation can be on an hourly basis, project basis or other special arrangements.

A contract with a scope of work to be performed shall be executed by SCHWBID

and the independent contractor, and shall include the following:

- Duties of both independent contractor and SCHWBID
- Scope of Services
- Rate of compensation
- Method of payment
- Warranty
- Modification and termination of the contract
- Compliance with laws, regulations, permits and safety
- Record retention
- An indemnification and hold harmless clause
- Ownership of documents
- Contract timeline for the independent contractor
- Financial responsibility of both independent contractor and SCHWBID
- Subcontract and Assignment
- Nonrenewal
- Non-Agent
- Notices
- Insurance
- Subcontract and Assignment

Suisun City Historic Waterfront BID Conflict of Interest Policy

An actual or perceived conflict of interest is undesirable for SCHWBID.

A conflict of interest exists if a board member, committee member, staff member/contract employee, or volunteer:

1. Has a personal or business “interest” which is in conflict with the best interest of SCHWBID. A participant is considered to have an “interest” in an activity if they, or an immediate family member:
 - A. Has a substantial financial interest in the activity.
 - B. Has a substantial financial interest in any organization involved in the activity; or
 - C. Holds a position as a trustee, director, general manager, or principal officer in an organization involved in the activity.
2. Uses his or her position with SCHWBID or confidential information obtained for personal or business benefit that is in conflict with the best interest of SCHWBID.

“Confidential information” is information that has not become public information.

3. Uses his or her position with SCHWBID to the detriment of SCHWBID.

In all cases where a potential or real conflict of interest may exist, the participant with the potential conflict must disclose to the board chair, committee chair, and/or executive director that a potential or real conflict of interest exists. If there is a question whether there is a conflict of interest, full disclosure should be made to the appropriate person(s).

The participant with a potential or realized conflict of interest shall:

1. Not be counted for the purposes of a quorum when meeting to decide whether to pursue the activity that presents the conflict;
2. Not actively participate in the decision about the activity, except to answer questions or state his or her views; and
3. Not vote on the matter.

When the potential or real conflict of interest is disclosed, any activity in which the board member, committee member, staff member, or volunteer has the

conflict of interest will be carefully reviewed by the board to determine whether the participant's activity is in the best interest of SCHWBID.

The board chair or the full board of directors may consult with an attorney at law regarding any potential conflict of interest.

If a potential or real conflict of interest is determined to exist by the board chair, committee chair, and/or executive director, then the issue shall be referred to the entire board of directors. The board of directors may at their discretion remove from any board, committee, staff, or volunteer position any individual who is deemed to be in a potential or realized conflict of interest.

Any information and/or documents disclosing all conflicts of interest shall be made part of the meeting records or minutes.

Acknowledgement of Suisun City Historic Waterfront BID Conflict of Interest Policy

This is to acknowledge that I received, read, understood, and will abide by the SCHWBID Conflict of Interest Policy. Furthermore, I understand that it sets down the duties, responsibilities, and obligations of my membership or volunteer status with SCHWBID specifically as it pertains to possible conflict of interest.

Signature

Date _____

Suisun City Historic Waterfront BID Confidentiality Statement

Each employee or volunteer with Suisun City Historic Waterfront BID is responsible for safeguarding confidential information obtained in connection with his/her association with the organization.

In the course of your work, volunteer or paid, you may have access to confidential information regarding the organization, its members or employees and other organizations, persons, or projects.

Such information shall not be revealed or divulged unless it is necessary for you to do so as part of the organization. Access to confidential information should be on a "need-to-know" basis and must be authorized by the Executive Board. Any breach of this policy will not be tolerated.

The Board of Directors may, at their discretion, remove from any board, committee, staff, or volunteer position any individual who is deemed to have violated this Statement of Confidentiality. *Legal action may be taken* by the organization for breach of confidentiality.

Acknowledgement of Suisun City Historic Waterfront BID Confidentiality Statement

This is to acknowledge that I received, read, understood, and will abide by the SCHWBID Confidentiality Statement.

Signature

Date _____

SCHWBID Executive Board Job Descriptions

President - The President shall be the chief executive officer of the SCHWBID and preside at all membership and Board of Directors meetings of the SCHWBID. He/she shall be an ex-officio member of all committees of the SCHWBID. He/she shall visit all committees at least once during tenure of office. The president is responsible for writing a column in the SCHWBID newsletter. The President is an official spokesperson for SCHWBID, and may be called upon to give comments to the media and at city council meetings.

Vice-President - The Vice-President shall act as the President in the latter's absence and shall become the President should that office become vacant until such time as the Board of Directors can meet and elect a new President. The Vice-President is an official spokesperson for SCHWBID, and may be called upon to give comments to the media and at city council meetings.

Secretary - The Secretary shall be responsible for ensuring that the minutes of the Board and membership meetings are taken and given to the president in a timely manner for distribution prior to the board meetings and filed as official record at the organization's record keeping location. He/she may be called upon to write correspondence on behalf of SCHWBID.

Treasurer - The Treasurer shall be the custodian of the funds due and owing the SCHWBID, and shall have the responsibility that true and accurate accounts with respect to all financial transactions of the SCHWBID are kept. The Treasurer shall work with the bookkeeper or other person keeping the financial records of the organization to provide financial reports for the Board of Directors. He/she shall sign all tax filings.

All checks issued by the SCHWBID shall be signed by any two of the officers designated by the Board of Directors.

Board Members' Responsibilities and Job Description

Purpose of Position

Collectively, the board of directors assumes legal and philosophical responsibility for all SCHWBID activities. The board of directors is solely responsible for establishing program policy, approving the annual program budget and determining the goals of the program.

Job Requirements

Each board member should have or provide one or more of the following:

- A demonstrated interest in the program's purpose and its goals
- Specific experience in and/or knowledge of administration, finance, program development, advertising, public relations, downtown business activity, communications, design or economic development
- 4-10 hours per month of available time.

Major Responsibilities

The board members are jointly responsible for:

Policy Administration

- Establishing and/or continuing the legal existence of the program
- Ensuring that the program fulfills legal requirements in the conduct of its business and affairs
- Adopting and administering by-laws
- Adopting policies that determine the program's purposes, governing principles, functions and activities and courses of action
- Assuming responsibility for internal policies governing the program
- Developing an annual work plan of goals, objectives and activities for the program

Finance

- Approving and monitoring the finances of the program
- Helping raise sufficient funds to ensure that the program can meet its objectives
- Assuming responsibility for all expenditures necessary for the operation of the program

Public Relations

- Understanding and interpreting the program's work to the community
- Relating the services of the program to the work of other organizations and agencies
- Giving sponsorship and prestige to the program and inspiring confidence in its activities
- Serving as advocates of economic development in the downtown area

Evaluation

- Regularly reviewing and evaluating the program's operations and maintaining standards of performance
- Monitoring the program's activities
- Counseling and providing good judgment on plans adopted by committees

Personnel

- Participating in the recruitment, selection and development of individuals to serve on the board of directors and/or staff

Individual Standards

A responsible SCHWBID board member:

- Supports board decisions, even when he or she may disagree with the majority decision
- Understands the mission of SCHWBID and promotes its goals and activities to his or her own constituent groups and to the community as a whole
- Attends board meetings and general meetings
- Attends training programs and workshops as applicable
- Contributes knowledge, financial resources or labor to the program
- Offers opinions honestly, without reservation and in a constructive way
- Does not commit more time to the program than he or she can realistically afford
- Delegates responsibilities to committees when appropriate
- Promotes unity within the organization and seeks to resolve internal conflicts
- Encourages orderly, systematic and incremental implementation of the program's work plan, discouraging the board from being distracted by secondary issues or projects not included in the program's annual agenda
- Encourages other board members to express their opinions openly in the board meetings
- Is loyal to the program and honors his or her commitment to it

Suisun City Historic Waterfront BID BOARD MEMBER PLEDGE

I, _____, acknowledge the value and importance of my role in our community through my work as a member of the Suisun City Historic Waterfront Business Improvement District (SCHWBID) Board of Directors, hereby pledge to fully support the policy and programs of this organization.

Specifically, I pledge:

- To attend all meetings for the board and committees of which I am part, having done all necessary preparation and reading as required to discuss topics under consideration;
- To represent SCHWBID's policies, positions, and activities in a positive manner, even when those actions may conflict with my own belief;
- To personally act for the good of the program, even when it may limit my personal opportunities;
- To endeavor to communicate with other members, respect their positions on issues, resolve conflict and work toward mutual gain;
- To develop my competencies as a member by attending training opportunities available when possible, and participate fully in periodic program assessments, and planning retreats;
- To refrain from participating in or influencing board actions when a conflict of interest arises personally;

I pledge to serve on this board and abide by these rules until my term expires, and only as long as I am able to fulfill my duties as outlined above.

Signature _____ **Date** _____

Suisun City Historic Waterfront BID Committee Chairs' Job Descriptions

An effective chair:

- Understands – and routinely teaches others – about the SCHWBID, its mission and goals
- Has a genuine desire to lead the committee and make great things happen;
- Has strong organizational skills, for self and others' work;
- Enjoys leading and managing both people and projects;
- Facilitates group discussion, making sure meeting agendas stay on track and are completed;
- Maintains a positive attitude that encourages participation and enthusiasm by others;
- Respects other people's viewpoints and skills;
- Manages difficult personalities and conflicts to bring the group to consensus;
- Communicates the committee's goals and progress to members and to the public; and
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity

Expectations for a Committee Chair:

A chairperson should – at a minimum – expect to:

- Commit to at least one year of service
- Work at a minimum of 5 hours per month
- Manage and reward volunteers efforts'
- Delegate tasks to responsible members
- Take responsibility for committee results
- Appoint and oversee any subcommittees
- Represent the committee to the board
- Report on board issues to the committee
- Remove oneself from office if any personal conflicts-of-interest arise.
- Run meetings, prepare agendas, notify members, and take minutes
- Follow work plans, schedule work, and manage tasks

As the committee chair, you may regularly find yourself:

- **Recruiting members** – organizing training/orientation, assigning and supervising tasks
- **Forgoing consensus** – managing discussions, resolving conflicts, and moving ahead on issues
- **Representing the board** – explaining mission, clarifying policies, reporting on projects
- **Representing the committee to board** – presenting work plans and reporting on projects
- **Working with volunteers** – coordinating actions, scheduling projects, solving problems
- **Doing the "paperwork"** – managing funds, negotiating contracts, filing reports and minutes, as well as newsletter articles.

Organization Committee

Specific Job Functions of the Organization Committee

- Develop/revise recommendations for the Board of Directors on policy statements, administrative and management matters.
- Coordinate and oversee volunteer recruitment and retention
- Coordinate annual general meeting and other general meetings as needed
- Oversee cleanup and beautification issues
- Network with other committees to determine volunteer needs
- Maintain and strengthen SCHWBID's organizational integrity through training, oversight and review systems for the entity as a whole.
- Develop and assist in public, media, and government relations to promote the message and image of the SCHWBID.
- Work with city to establish business ordinances as needed

Promotions/Event/Marketing Committee

Specific Job Functions of the Promotions Committee

- Write a promotions update for the newsletter.
- Work to establish budgets for each event and an overall budget.
- Appoint and select an event chairs and subcommittees.
- Establish a workplan for each event
- Review marketing/ events budget
- Decide on additional events
- Hold Waterfront Festival and other BID events
- Work with city to promote waterfront as place for groups to hold events
- Work with city on holiday events
- Review sponsorship levels and methods of solicitation

Special Event Subcommittee Chairs

If a committee member is chosen or volunteers to be the chair of a special event, they will not obligate, spend monies or make decisions on behalf of the organization without first getting permission of the Promotions/Event/Marketing Committee and/or the SCHWBID Board of Directors.

Membership Committee

Specific Job Functions of the Membership Committee

- New Business visits – gather information about businesses
- Inform businesses of SCHWBID opportunities for participation

- Solicit membership to use resources on website

Budget Committee

Specific Job Functions of the Budget Committee

- Monitor BID payments with city
- Track what has been spent in budget
- Establish preliminary budget for each year and present to the Board

The Brown Act

SCHWBID complies with the Ralph M. Brown Act for its board meetings, general meetings and standing committee meetings.

Agendas of board meetings, general meetings or standing committee meetings shall be publicly posted 72 hours in advance of that meeting.

All SCHWBID meetings are open meetings to the public. The only exceptions for closed meetings are for personnel issues and litigation issues.

The reason the Brown Act applies is because the SCWBID is using public money and because the SCHWBID is an advisory board to the City of Suisun City council on the business improvement district money.

For SCHWBID board meetings and general meetings, a copy of the meeting agendas are sent, via fax or email, to the city manager's office for posting at the public kiosk adjacent to city hall.

A copy of the agenda is posted on the website.

For specific terms of the Brown Act, please refer to www.ag.ca.gov/publications/2003_Intro_BrownAct.pdf