MIRACLE MILE IMPROVEMENT DISTRICT

STRATEGIC PLANNING SESSION & BOARD RETREAT

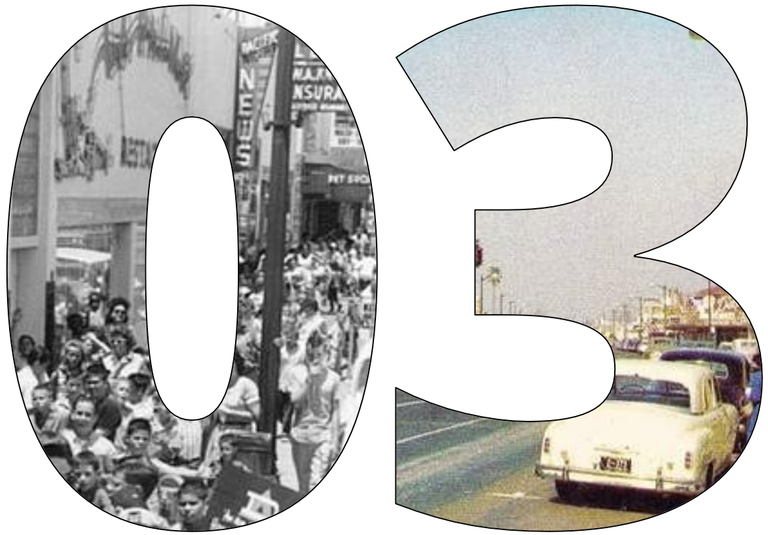
2018

miracle mile
liveshopdine

CALL TO ORDER

PUBLIC COMMENTS

Please Limit Comments To 5 Minutes



WELCOME

WELCOME TO OUR BOARD RETREAT

“If a man knows not what harbor he seeks, any wind is the right wind.

If one does not know to which port one is sailing, no wind is favorable.”

– Seneca the Younger

RETREAT AGENDA

Day One We Will Complete As Much As Possible

Call To Order

01

02

Public Comments

Welcome

03

04

Executive Director Report

Board Roles, Responsibilities & Standards Of Conduct

05

06

Mission & Vision

RETREAT AGENDA

Day Two We Will Finish Up

Board Committee Breakout Session — 07

08 — **Board Committee Chairperson Reports**

SWOT Analysis — 09

10 — **Objectives For 2018**

Action Steps & Timelines — 11

12 — **Adjournment**

EXECUTIVE DIRECTOR REPORT

EXECUTIVE DIRECTOR REPORT – JAIME WATTS

2018 EXECUTIVE DIRECTOR FOCUS

REBUILD A Solid Foundation For The MMID

- Office/Admin: Well organized, professional and efficient office
- Board: Policies, procedures, roles and responsibilities
- Committees: Structured, active and productive

MISSION & VISION

Taking the results from this board retreat and making sure that the overall mission and vision be carried forward over time and ensure that future board turnovers are a seamless transition where direction and momentum are not compromised.

OUTREACH To MMID Stakeholders

- Consistent communication (e-mail, newsletters, face-to-face meetings)
- Show members the value they are receiving for their investment

BRANDING & Image

- Consistent banding thru events and marketing efforts
- Media attention: press, website, social media, etc.

COMMUNITY Awareness & Public Relations

- Build and maintain relationships with community leaders & other common goal entities
- Public awareness of the MMID

BOARD OF DIRECTORS

Roles, Responsibilities &
Standards Of Conduct

THE BOARD AS A WHOLE

Leadership Body Of The MMID

Has Fiduciary Duties To The Stakeholders & Property Owners

EXECUTIVE DIRECTOR OVERSIGHT

Selecting, overseeing and evaluating the performance of the Executive Director of the district.

FINANCIAL MANAGEMENT & OVERSIGHT

Ensure strong fiduciary controls and oversight to maintain complete financial management of stakeholder funds.

PROGRAMS & SERVICES

Approving and monitoring the MMID's programs & services within the parameters of the Management District Plan (MDP).

DETERMINING MISSION

Setting purposes of the organization within the parameters of the Management District Plan (MDP) as approved by the Stockton City Council.

STRATEGIC & ORGANIZATIONAL PLANNING

Meeting annually to determine strategic plan for current year and to roadmap years to come.

DETERMINING POLICY & PROCEDURES

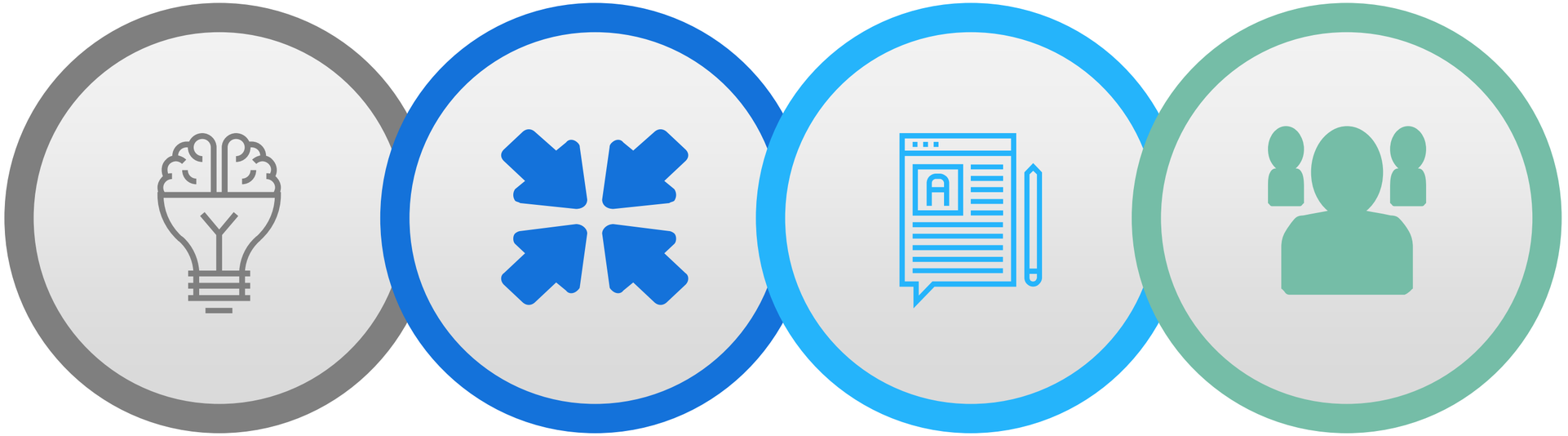
Creating and maintaining organizational structure so that the board operates in compliance with laws & regulations.

The Board may only take action as a Board. The members do not have any powers or authority as individuals.

The Board acts solely as a group, by Board resolutions as required by law, its By-Laws & the Brown Act.

BOARD MEMBERS AS INDIVIDUALS

Each MMID Board Member Is Expected To Do The Following



BE KNOWLEDGEABLE

Know the MMID's mission, vision, policies, programs and needs.

PLAN & PROTECT

Read & understand financial statements.

Review & approve budgets.

Plan for programs & related expenditures.

PARTICIPATE

Prepare for, attend and conscientiously participate including:

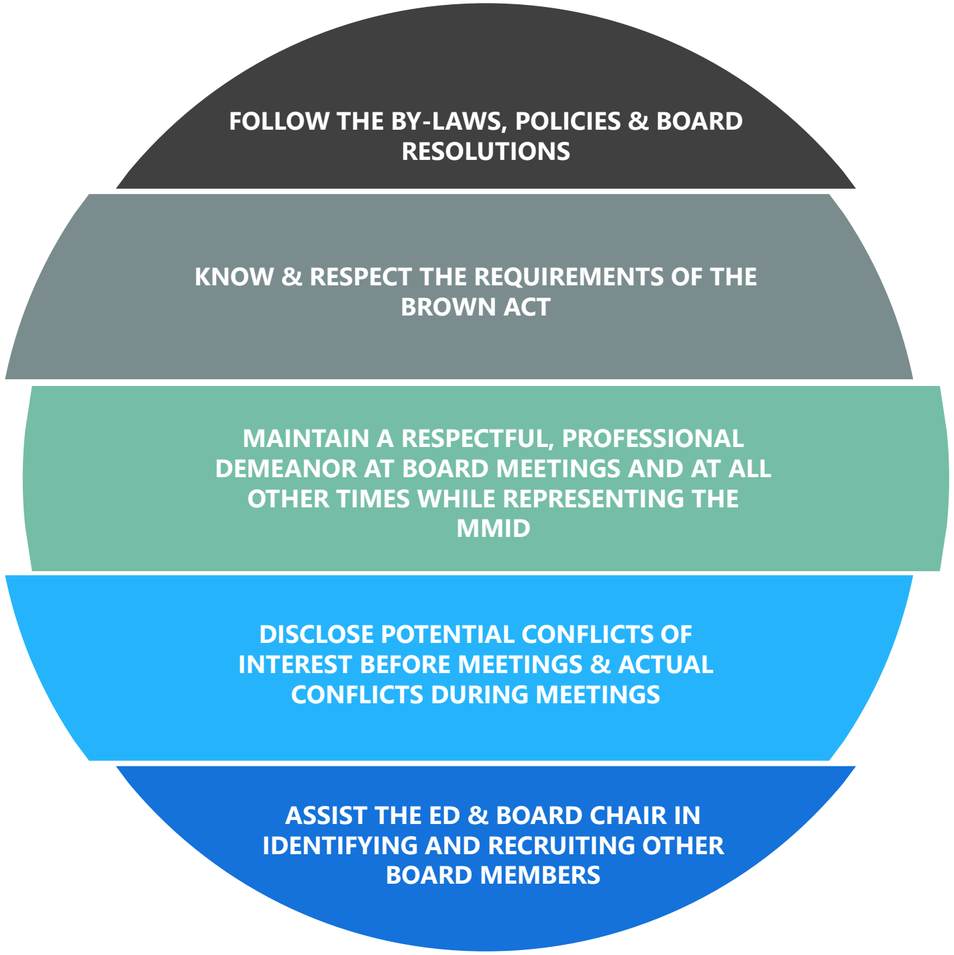
- Reviewing agenda & supporting materials prior to Board or committee meetings.
- Constructively add to discussions.

GET INVOLVED

Show leadership by getting involved in one or more Board committees.

BOARD MEMBERS AS INDIVIDUALS

Each MMID Board Member Is Expected To Maintain The Following Standards Of Conduct



No Individual Board members direct the Executive Director, nor any MMID activities.

Action is only directed through the Board as a whole or from Board Chair.

VALUES, MISSION & VISION

OUR VALUES

What We Stand For As MMID Board Members

INTEGRITY

A director should support the highest standards of excellence, honesty and ethics in carrying out duties.

SUPPORTIVE

A director comprehends and is committed to teamwork with the board, committees and staff while advancing the mission; an open mind is essential.

COMMUNITY MINDED

A director should prefer unity over exclusion. They embrace and represent the entire community; not just subgroups or personal interests.

TRANSPARENT

Secrecy has no place in governance. A director should promote openness.

COMMITTED

There will be good and bad times in the organization. A director should be committed for the long term; not only interested in a few priorities and then lose interest

OBJECTIVE

Directors must make decisions based on facts and knowledge. Too often proposals are adopted because they sound like a good idea or simply support a colleague.

OUR MISSION

Does Our Current Mission Statement Reflect Our District Now & Into The Future?

- The MMID's fundamental purpose and reason to exist.
- It describes the needs the organization was created to meet.
- Answers the basic question: What guides our organization from day to day?
- There should be no ambiguity about the mission as we implement our strategic plan.

OUR MISSION STATEMENT

MMID BOARD OF DIRECTORS

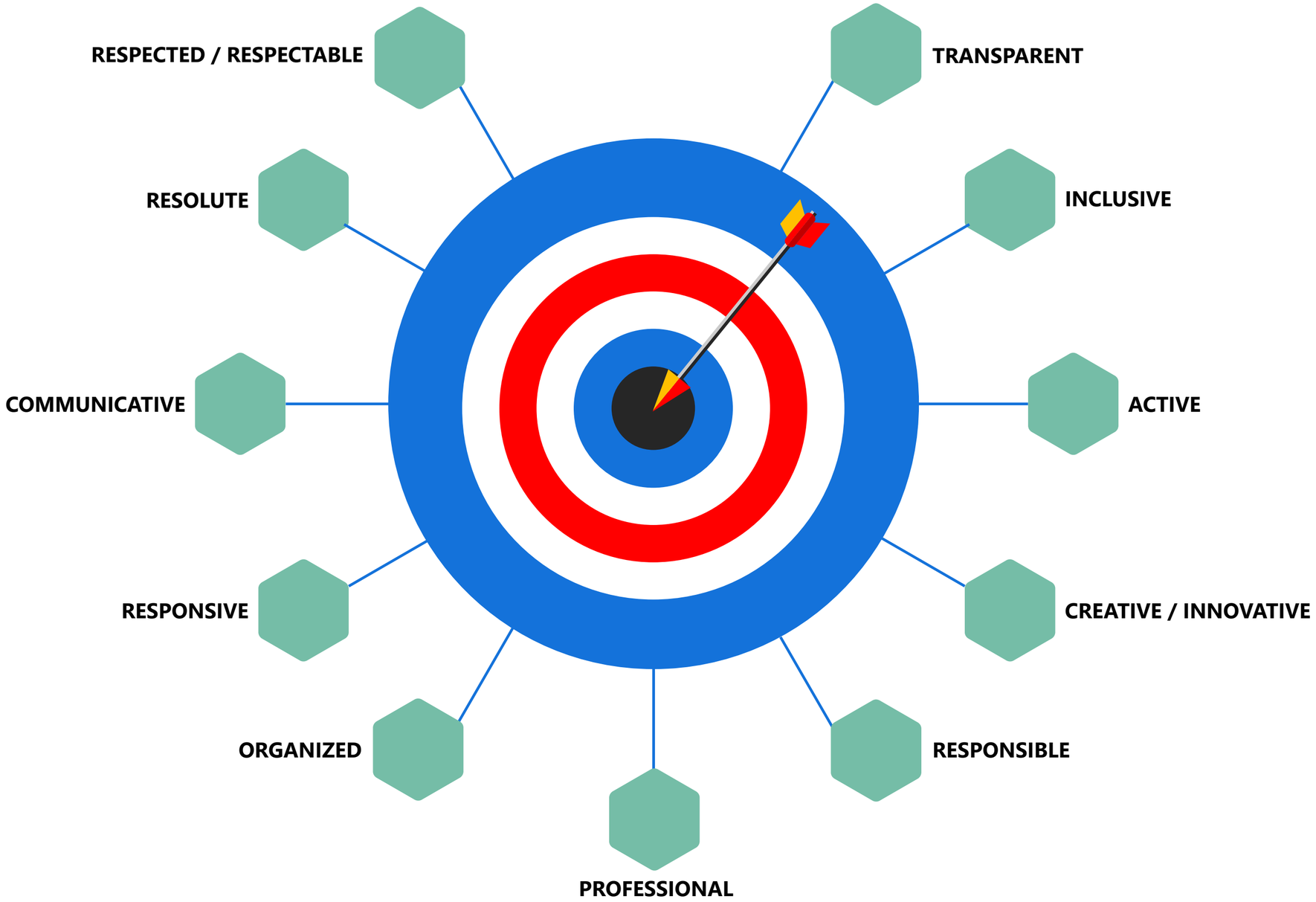
The Mission of the organization is to foster the economic vitality, value and appeal of the Miracle Mile.

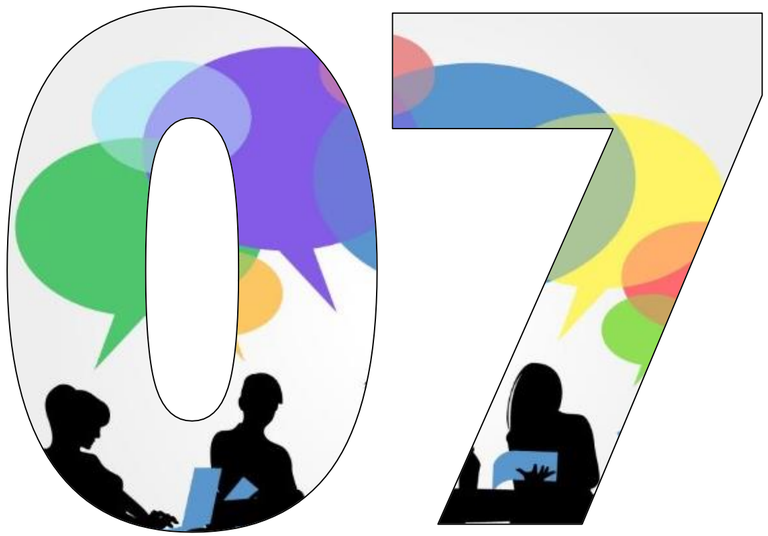
OUR VISION

A Picture Or A Dream Of A Future Representing The Ultimate Desired Objective Of Our Organization

What Do We Aspire To Be?

OUR VISION OF WHAT WE ASPIRE TO BE





COMMITTEE BREAKOUT SESSION

BOARD COMMITTEE BREAKOUT SESSION

POLICIES & PROCEDURES
Charles Hastings
Chairperson

SAFETY & SECURITY
Peter Martin
Chairperson

MERCHANTS
Debbie Freitas
Chairperson

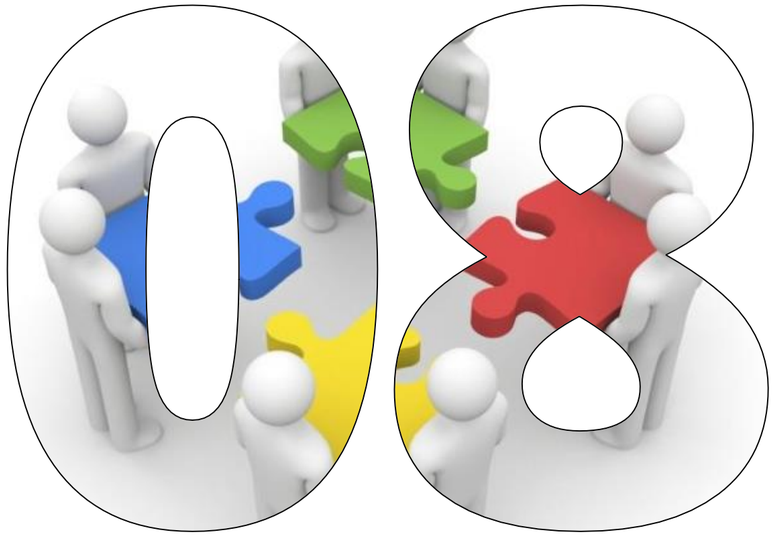
IMPOVEMENT
Jeff Gamboni
Chairperson

BUDGET
Kim Byrd
Chairperson

GRANTS & FUNDING
Jonee Bardo
Chairperson

What Is Your Committee's Mission Statement?

How Will Your Committee Support The Vision & Mission Of The MMID?



COMMITTEE CHAIRPERSON REPORTS

COMMITTEE MISSION STATEMENT REPORTS

POLICIES & PROCEDURES

The Policy & Procedure Committee is responsible for review, recommendation and compliance of the MMID Bylaws & Brown Act.

SAFETY & SECURITY

The Security Committee shall understand the dynamic needs of stakeholders and recommend cost effective security, as the budget permits, while engaging other resources to the maximum benefit.

MERCHANTS

The Merchant Committee is dedicated to promotion, enhancement and growth of The Miracle Mile business community, working as a collective whole to accomplish our objectives.

IMPROVEMENT

The improvement committee is dedicated to maintaining and enhancing the beauty of the Miracle Mile community through improvement/beautification projects.

BUDGET

The Budget Committee shall oversee the MMID's budgetary process by providing recommendations for consideration to the board of directors. The committee guides the board with the approved budget and oversees compliance of income/expenses throughout the year.

GRANTS & FUNDING

The grants & funding committee researches funding for board approved initiatives and recommends criteria to the board for the distribution of available funds.

S.W.O.T. ANALYSIS

STRENGTHS

- District Walkability
- Support Of Neighborhood
- UOP Partnership
- Locally Owned Businesses
- Engagement From General Public
- Sense Of Community
- Common Drive To Succeed
- Great Location In Town
- Long Storied History
- Great Shops & Restaurants
- Strong Events
- Enthusiastic Board Of Directors

WEAKNESSES

- Non-Engagement With Stakeholders
- Individual (Sometimes Hidden) Agendas
- Gossip (Negative & Personal)
- Failure To Work Together Toward Common Goals
- Zone Disparity
- Public Relations
- Overall Communication
- History Of Disfunction
- Lack Of Leadership
- Lawsuits & Legal Actions
- Businesses Getting Shuttered For Code Enforcement Violations
- Allowing Corp Owned Businesses To Open In District, Pushing Mom/Pop Business Out
- Lack Of Transparency With Prior Leadership Of Organization
- Distrust Amongst Stakeholders

OPPORTUNITIES

- Community Partnerships
- UOP Partnership
- SUSD Partnership
- Improvement Partnerships
- Increase Use Of City Resources
- Police/Security Partnerships

THREATS

- Lack Of Trust, Respect & Consideration For Each Other
- Lack Of Trust In Us From Stakeholders
- Ongoing Legal Actions
- Lack Of Forwarded Funding From City
- Lack Of Confidentiality
- Vendettas Against Businesses And/Or Property Owners
- Lack Of Security
- Online Shopping (Amazon)
- Lack Of Transparency
- Decision Making By Few Instead Of Board As A Whole

2018 OBJECTIVES

SETTING MMID BOARD OBJECTIVES

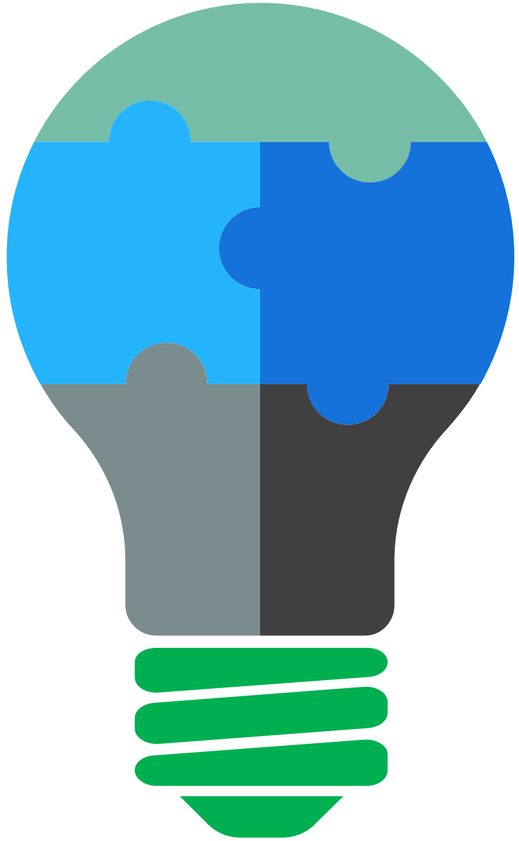
The Best Objectives Have Several Characteristics In Common

They Are All **S.M.A.R.T. +C**

THEY ARE ACHIEVABLE
Not only are the objectives possible, it is likely that our organization will be able to pull them off.

THEY ARE MEASUREABLE
Information about the objective can be collected, detected or obtained from records.

THEY ARE SPECIFIC
They tell how much of what is to be achieved, by when.



THEY ARE RELEVANT
Our organization has a clear understanding of how these objectives are relevant to the overall Vision and Mission of the MMID.

THEY ARE TIMED
Our organization has developed a timeline by which they will be achieved.

THEY ARE CHALLENGING
They will stretch our group to set its aims on significant improvements that are important to the stakeholders, merchants & community at large.

DEVELOPING & FORMALIZING THE MIRACLE MILE MERCHANT COMMITTEE

- ✓ Committee Structure
- ✓ Expectation Setting (Roles & Responsibilities)
- ✓ Funding & Financial Oversight
- ✓ Reporting Processes
- ✓ MMID By-Laws Revisions As Necessary

STRUCTURE & IMPROVE OUR COMMUNICATION SYSTEMS

- ✓ MMID Website Updates & New Features
  - Calendar
  - Events
  - Subscription Opt-In Forms
- ✓ Consistent E-Mail Distribution To:
  - All Property Owners
  - Board Members
  - Merchants
  - Requested Parties
- ✓ Monthly Newsletter Created By Executive Director
- ✓ Press Release Production & Distribution
- ✓ Enhanced Social Media Engagement
- ✓ Physical Mail (USPS) Delivery To Requested Parties

OBJECTIVE 2

COMPLETE REVIEW & DEVELOPMENT OF POLICIES, PROCEDURES & MMID BY-LAWS

- ✓ Standing Rules Of Operations
- ✓ Creation Of Annual Review Process For By-Laws
- ✓ Develop Committee Structure
- ✓ Define MMID Board Officer Job Descriptions
- ✓ Creation Of Community Outreach Board Committee
- ✓ Forging Of Neighborhood Resident Committee

REVIEW & UPDATE DISTRICT IMPROVEMENT MASTER PLAN

- ✓ Harding Way Improvement Project
- ✓ Replanting Miracle Mile Median On Harding Way
- ✓ Parking Lot Repair & Improvements
- ✓ Replanting Of Designated Sidewalk Planter Areas
- ✓ Miracle Mile Mural Project
- ✓ Tuxedo Fountain Renovation Project
- ✓ Bike Racks
- ✓ Stockton Adult School Tree Replanting
- ✓ General Façade Improvements

STRENGTHEN EXISTING MERCHANT COMMITTEE EVENTS & CREATE NEW OFFICIAL MMID EVENTS

- ✓ Board Engagement With Merchant Planned Events
- ✓ Development Of Miracle Mile Farmers Market
- ✓ Support Outside Promoter Events
- ✓ Fundraising Events (Example: Farm To Fork Dinner)

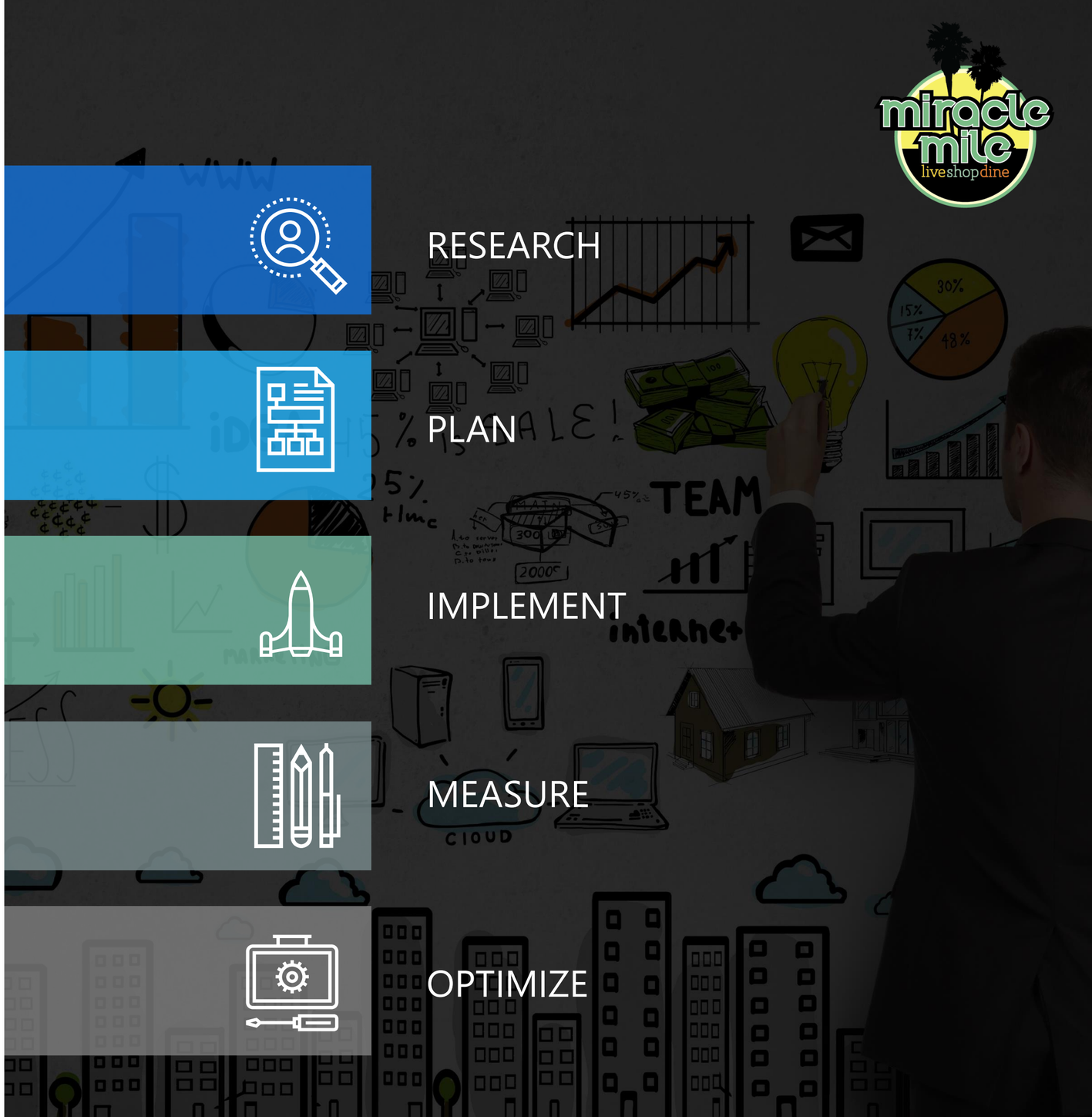
PLAN & CONDUCT A PUBLIC TOWN-HALL INFORMATIONAL Q&A MEETING

- ✓ Panel Of Speakers Set To Include:
  - MMID Board Members
  - MMID Executive Director
  - MMID Security Provider
  - Representatives From Various City Services

ACTION STEPS & TIMELINES

ESTIMATED TIMELINES

DEVELOPING & FORMALIZING THE MIRACLE MILE MERCHANT COMMITTEE	01	COMPLETION BY MAY 2018 MMID BOARD MEETING
STRUCTURE & IMPROVE OUR COMMUNICATION SYSTEMS	02	ONGOING & FIRST MMID NEWSLETTER IN MAY 2018
COMPLETE REVIEW & DEVELOPMENT OF POLICIES, PROCEDURES & MMID BY-LAWS	03	COMPLETED BY END OF 3RD QUARTER 2018
REVIEW & UPDATE DISTRICT IMPROVEMENT MASTER PLAN	04	ONGOING & MASTER PLAN UPDATE BY END OF 2018
STRENGTHEN EXISTING MERCHANT COMMITTEE EVENTS & CREATE NEW OFFICIAL MMID EVENTS	05	EXISTING EVENTS IN 2018 & NEW MMID EVENTS IN 2019
PLAN & CONDUCT A PUBLIC TOWN-HALL INFORMATIONAL Q&A MEETING	06	TOWN HALL TO TAKE PLACE IN FALL OF 2018



ADJOURNMENT