



**Jack London Improvement District - Meeting of the Board of Directors**  
**August 10, 2015 – 4:00 p.m. Jack London Headquarters – 333 Broadway**  
**Agenda**

- 1. Call to order and introductions 4:00
- 2. Public comment and announcements 4:05
- 3. Approval of minutes- Sara 4:10
  - a. *Board Meeting: July 13, 2015 (Attached)* **Action Item**
- 4. Executive Update- Savlan 4:15
  - a. *Should the Jack London Improvement District raise its assessment by 5% in accordance with the Alameda County regional CPI index as is permitted in its Management District Plan?*  
 (Recommendation attached) **Action Item**
  - b. *Board Workshop Follow-up: select leads for governance development tasks as identified through the workshop. See attached document for additional information.* **Discussion Item**

<b>Area</b>	<b>Task</b>	<b>Lead</b>	<b>Due</b>
<b>Existing Committees</b>	Refine Executive Committee to be clearer about its purpose and limits of authority.	<b>Bill</b>	<b>Sept</b>
	Create charters for all committees to clarify purpose, roles, format, and process for including non-board community members to committees.		<b>Sept</b>
<b>Bylaws and Governing Policies</b>	Revise bylaws to reflect changes to committee structure		<b>Oct</b>
	Create a new document that clarifies the roles and responsibilities of the board and the executive director. Specifically to include, guidance for how they are to work together in partnership, decision-making processes, and how they will hold each other accountable.		<b>Oct</b>
	Create a comprehensive board handbook to include all the documents noted above	<b>Sara</b>	<b>Oct</b>
<b>Community Input</b>	Create a web based submission form for community members to submit ideas and suggestions.		<b>Sept</b>

- 5. Financial Review- Barry & Savlan 4:50
- 8. Next regular meeting: September 14th, 2015, 4:00 pm 4:59
- 9. Adjournment 5:00

BROWN ACT: Government Code 59950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. The Corporation posts agendas with the City at 1 Frank H. Ogawa Plaza, #101. Action may not be taken on items not posted on the agenda. Copies of the agenda are available from the Jack London Improvement District at 333 Broadway, Oakland, CA 99607 or at [jlid.org](http://jlid.org). Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, please notify our office at [info@jlid.org](mailto:info@jlid.org) at least 98 hours prior to the meeting. The public will be provided with an opportunity to address the board on any item described in the meeting agenda under agenda item number 2.

**Jack London Improvement District - Meeting of the Board of Directors**  
**Minutes of July 13, 2015 – 4:00 p.m.**  
**Jack London Headquarters – 333 Broadway**

**Present:** Bill Stotler, Sara May, Vivian Kahn, Michael Carilli, Barry Pilger, Paul Thyssen, Meredith Melville, Saied Karamooz

**Absent:** Sam Nassif, Peter Gertler, Jenni Koidal

**Staff:** Savlan Hauser/Executive Director, Fiona Simms/Marketing & Administrative Assistant

*Discussions held and decisions made by the Board of Directors*

<i>SUBJECT</i>	<i>DISCUSSION</i>	<i>ACTION?</i>
<b>1. Call to order and introductions</b>	The meeting was called to order at 4:03 p.m.	
<b>2. Public comment and announcements</b>	None	
<b>3. Approval of the minutes</b> <b>a. Regular Board Meeting:</b> <b>June 8, 2015</b>	The minutes of June 8, 2015 were presented to the board for review.	<b>Sara moved and Paul seconded the motion to approve the minutes of June 8, 2015. The motion was approved unanimously.</b>
<b>4. Executive Committee update</b> <b>a. Focus and discussion of upcoming Board Workshop</b> <b>b. Should the Jack London Improvement District raise its assessment by 2.4% in accordance with the Alameda County regional CPI index as is permitted in its Management District Plan?</b>	<p>Savlan highlighted some items from the Executive Report including the second annual National Night Out party on August 4<sup>th</sup> and the Paxio phase 1 launch event on July 16<sup>th</sup>. She also invited volunteers for the 3<sup>rd</sup> Panel Talk on the 15<sup>th</sup>.</p> <p>a. Savlan noted that the meeting begins at 1, lunch will be served at 12:30. The meeting will establish expectations of board members as well as help the board establish a process for bringing new ideas to the board.</p> <p>b. Savlan reviewed the process to increasing the assessment, which begins by including the request in the district's annual report to the City of Oakland and sending out a notice to all stakeholders. The request is put before the City Council for final approval, and once approved is applied to the following tax year. If the board requests an increase in the 2015 annual report, the increase will be applied to the 2016/2017 tax year. Vivian noted that the board should review any other tax increases that may apply to Jack London property owners. There was discussion of the need to keep up with increasing costs such as utilities and rent. The board asked that staff prepare a written argument in favor of an increase, which includes an outline of increasing costs for review at the next board meeting.</p>	
<b>5. Financial Review</b>	Savlan noted that she confirmed with the City that the Port of Oakland has paid their full assessment.	

<p><b>6. Land Use and Transportation Committee update</b></p> <p><b>a. Invitation to participate: Community Meeting July 16<sup>th</sup> at 6:30PM: Design review phase 2 for Ellis Partners building</b></p>	<p>a. The board discussed the upcoming design review for the Ellis Partners building. Savlan also noted that there is a developer who wants to hold a community open house for the remodel of a building on 3<sup>rd</sup> street, which will be used for a restaurant and butcher shop.</p>	
<p><b>7. Maintenance and Beautification Committee update</b></p> <p><b>a. Allocation of \$10,000 for branded design, printing and installation of highest impact light pole banners district-wide (joint project of MED and M&amp;B)</b></p>	<p>a. Sara noted that the committee is focusing on moving the banner project forward because it has high visibility and impact. The program will focus on the gateways into the district. She recommended that the Marketing and Economic Development Committee pay for and manage the design and printing of the banners while the Maintenance and Beautification Committee focuses on determining the best locations for banners. Staff noted that the project should take approximately 60 days.</p> <p>Sara also noted that NCPC meetings are being held monthly at the Jack London HQ.</p>	<p><b>Paul moved and Sara seconded the motion to approve the expenditure of up to \$15,000 for the design, production and installation of a light pole banner program.</b></p>
<p><b>8. Marketing and Economic Development Update</b></p> <p><b>a. <i>Recommendation to form a Task Force to develop a strategy for Economic Development for business and retail attraction in Jack London. This Economic Development Task force will be allocated a budget of up to \$4,500 to engage consultants, identify business support services, access relevant market databases and create a district-wide business attraction marketing package.</i></b></p>	<p>a. Paul explained that the committee would like some professional input on preparing a plan to attract new businesses to the district. Paul noted that from his research he found that other districts have marketing packages and economic data that they use to promote their districts. There was discussion about what the Task Force's deliverable would be and whether \$4,500 is enough money. Paul noted that the first step would be to consult with contacts about strategy and what deliverables the district needs.</p>	<p><b>Paul moved and Saied seconded the motion to approve the expenditure of up to \$4,500 to engage consultants, identify business support services, access relevant market databases and create a district-wide business attraction and marketing plan to be delivered in 90 days. The motion was approved unanimously.</b></p>
<p><b>9. Next regular meeting</b></p>	<p>Monday, August 10, 2015 – 4:00 p.m.</p>	
<p><b>10. Adjournment</b></p>	<p>The meeting adjourned at 5:12 p.m.</p>	

Minutes taken by: Fiona Simms

Executive Update, August 2015:

For the second year in a row, we hosted community members, city officials, public safety partners, residents, workers, and visitors at a well-attended Annual Party and National Night Out on August 4<sup>th</sup>.

We had nearly 100% attendance at our Board Training Workshop. We gained a shared understanding of the board’s roles and responsibilities; the distinction between governance (board as collective) and management support (individual volunteerism); and staff and board partnership. We gained a shared understanding of our process for communicating and discussing organizational issues. We identified next steps for implementation of ideas and potential changes to current structure, some of which will be discussed today.

This month, we reviewed all parcels in the district and updated the 2015/2016 Assessment list. In the next few weeks, we will be completing our 2016 annual report for the City, including proposed budget. In addition to the management of normal operations, below are highlights from our work in moving special projects forward:

In our Land Use work,

- We are in close communication with our community stakeholders, and the City of Oakland in supporting outreach around the circulation study and coordination with consultant team to ensure Jack London priorities are addressed. A district walk-through is to take place on August 18<sup>th</sup>.
- We are providing support for SPUR’s Downtown Oakland Study in their mapping of opportunity sites.

In our Maintenance and Beautification work:

- We have hosted three Neighborhood Crime Prevention Council Meetings, with good attendance from residents, the business community, and our partners in public safety throughout the district. The next meeting will be held on August 25<sup>th</sup> and will focus on security at condominium and residential properties.
- We are completing a thorough inventory of street lampposts for their viability for use as banner displays.

In our Marketing and Economic Development work:

- The first phase of Paxio’s fiber optic development was celebrated on July 16<sup>th</sup>. Staff and our Fiber-optic Task Force are continuing to provide marketing and property-owner outreach support on a weekly basis for Paxio in their intensive first phase of Development.
- We welcomed over 90 people to our third Panel Talk event on Wednesday July 15<sup>th</sup> at 222 Broadway’s retail space. We are following up with what we’ve learned -- to form an overall economic development strategy, with retail attraction and retention as a central element.

I hope to see you all at this month’s events and committee meetings.

Savlan Hauser, Executive Director

**PRIORITY Project Dashboard- AUGUST 2015**

See committee documents for detailed project updates

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>Land Use &amp; Transportation</b>	Master Encroachment Permit	IN RESEARCH AND PROJECT DEFINITION PHASE. INITIAL APPLICATION PLANNED TO BE SUBMITTED BY SUMMER											
	Train Quiet & Safe Zone	P 1 FUNDRAISING COMPLETE				P2 PLAN INITIATED							
	Forums on economic and land development (Joint MED + LUT project)	ONGOING, QUARTERLY, RETAIL PANEL HOSTED JULY 15											
<b>Marketing &amp; Economic Development</b>	Brand and Graphic Identity Implementation												
	Website Redux	SITE GO-LIVE DATE 4/12				ADDITIONAL FEATURES AND BUGS ARE BEING ADDRESSED							
	Fiberoptic Infrastructure Marketing & Outreach partnership with PAXIO	PHASE 1 LAUNCH EVENT WAS JULY 16TH, ADDITIONAL MARKETING AND OUTREACH COORDINATION SUPPORT VIA WEEKLY MEETINGS WITH ED											
	Coordinate Building Art Program (Joint MED + MAB Project)	RFP RELEASED, EXTENDED DUE DATE JULY 6. APPLICANTS CURRENTLY UNDER CONSIDERATION BY MED COMMITTEE & ADVISORS											
<b>Maintenance &amp; Beautification</b>	880 Underpass Improvement	INTENSIVE MITIGATION AND CAPITAL IMPROVEMENTS IN COORDINATION WITH CITY AND CALTRANS, TASK FORCE TO MEET 8/20 @10AM											
	Encroachment permit for trash bins, banners, bike parking, median plantings	DRAFT PLAN FOR PUBLIC RIGHT-OF-WAY IMPROVEMENTS TO BE REVIEWED AT JUNE COMMITTEE MEETING											
	Establishment of Neighborhood Crime Prevention Council	BEAT 1X NCPK OFFICIALLY ESTABLISHED AFTER 3RD MTG MAY 26, NEXT MEETING THIRD TUESDAY AUGUST 25TH											
<b>Executive Committee</b>	Establish Onboarding, Expectations, Job Description for Board of Directors	BOARD WORKSHOP JULY 22, FOLLOW-UP TO BE COORDINATED											



**August 10<sup>th</sup>, 2015**

**Recommendation by the Jack London Improvement District Board to increase assessment in compliance with District Management Plan Agreement**

Whereas, Jack London Improvement District (JLID) was formed officially on January 1, 2014. Ever since, the District has benefitted from the special services of JLID, particularly:

- Cleaner, friendlier, and safer streets, thanks to the hard work of our **Ambassadors**;
- Numerous panel talks and other community engagement events on safety, real estate development, history of the District and other topics of concern and interest of our stakeholders;
- Beautification and branding of our District, such as more murals and public art, street pole banners, and public space drought-tolerant landscaping, which are underway.

Whereas, since initiation of operations, JLID has incurred significant cost increases, such as the 2015 minimum wage increase due to Measure FF (Lift Up Oakland), office rent, and trash removal. Our fixed costs that include Ambassadors, garbage collection, and office expenses represent 76% of our annual budget. In aggregate, these fixed costs have increased over 10% in the past 18 months and are likely to grow even more for the foreseeable future. As such, even with the 5% increase in 2016/2017, maintaining the same level of service and delivering special improvement projects will require substantial ingenuity.

Therefore, the Board recommends a 5% increase in the annual assessment for the 2016-17 tax year, payable on November 2016 and February 2017. This assessment is JLID's *sole* source of revenue and it has the unique benefit that its every dollar must be spent *solely* in our District.

The Board of Directors takes its responsibility of stewarding the resources of our constituents (i.e., local businesses and residents) seriously. Therefore, we are seeking your input to make sure that the District's resources are spent in the right places, in the right manner, and in the right quantities. Please continue to share your ideas, thoughts, and questions with us on this and other matters.

The official submission date of the budget to the City Council for approval is September 1, 2015. We welcome all comments.

Jack London Improvement District Board of Directors



## Board Workshop

**July 22, 2015**

The board attended a workshop with CompassPoint consultant, Marla Cornelius, on July 22<sup>nd</sup>. The purpose of the session was to meet the following objectives:

- Shared understanding of the board's roles and responsibilities; the distinction between governance (board as collective) and management support (individual volunteerism); and staff and board partnership
- Shared understanding of our process for communicating and discussing organizational issues.
- Identify next steps for implementation of ideas and potential changes to current structure.
- Based on today's discussion, be poised to set priorities and a board work plan.

### **Next Steps:**

It was concluded at the end of the session that the existing board structure (frequency and format of board meetings, committee structures, etc.) works well for the board's current needs with the following adjustments and additions.

#### **Existing Committees:**

- Create charters for all committees to clarify purpose, roles, and format. Where appropriate, include process for including non-board community members to committees.
- Refine Executive Committee to be clearer about its purpose and limits of authority.

#### **Bylaws and Governing Policies:**

- Revise bylaws to reflect changes to the executive committee and any other changes to committee structure.
- Create a new document that clarifies the roles and responsibilities of the board and the executive director. Specifically to include, guidance for how they are to work together in partnership, decision making processes, and how they will hold each other accountable. It was noted that the existing dashboard and board minutes could be helpful in communicating and accountability processes.
- Create a comprehensive board handbook to include all the documents noted above. See enclosed board toolkit templates for customizable documents.

#### **Community Input:**

- Create a web based submission form for community members to submit ideas and suggestions. See process flow chart notes (not attached here, they were brought back to the JLID office).

**Jack London Improvement District YTD Cash Available Summary July 2015**

<b>2014-2015 Assessments</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference</b>	<b>Notes</b>
Dec 2014 (50%)	\$390,396.50	\$325,387.90	\$65,008.60	
Apr 2015 (40%)	\$312,317.20	\$278,243.92	\$34,073.28	
Aug 2015 (10%)	\$78,079.30			Have confirmed payment of full Port Assessment (\$109,891)
<b>Total</b>	<b>\$780,793.00</b>	<b>\$603,631.82</b>	<b>\$99,081.88</b>	

<b>Difference between collected to date and 100% collection</b>	<b>\$177,161.18</b>
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	<b>Ann. Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Notes</b>
<b>Cash Available</b>				
Assessment Income	\$780,793.00	\$603,631.82	\$177,161.18	
2014 Carryover	\$76,824.00	\$76,824.00	\$0.00	
Other Income	\$0.00	\$7,846.11	-\$7,846.11	Bank interest; recycling; TQZ
Less Contingency	\$45,727.00	\$45,727.00	\$0.00	
<b>Total Cash Available</b>	<b>\$811,890.00</b>	<b>\$642,574.93</b>	<b>\$169,315.07</b>	
<b>Expenses</b>	<b>Ann. Budget</b>	<b>Actual</b>	<b>Remaining</b>	<b>Notes</b>
Maintenance and Beautification	\$424,575.68	\$226,939.67	\$197,636.01	Includes Ambassador services; SMART system; and pidgeon repellant technology test
Marketing and Economic Development	\$174,625.00	\$31,165.30	\$143,459.70	Includes 30% OVM billing; Website fees and edits; Networking and Panel Events; Mural support
Administration and Gov't/Community	\$195,806.32	\$94,750.35	\$101,055.97	Includes 70% of OVM billing; General operations (rent; insurance; supplies, etc.)
Collection Fees	\$16,737.00	\$10,567.12	\$6,169.88	
<b>Total Expenses</b>	<b>\$811,744.00</b>	<b>\$363,422.44</b>	<b>\$448,321.56</b>	
<b>Cash Remaining</b>	<b>\$146.00</b>	<b>\$279,152.49</b>		

Jack London Improvement District 2015	BUDGET				ACTUAL	
					Period ending 07/31/15	
	ASSESSMENTS		2014 carryover	TOTALS	YTD Actual	Remaining
<b>Revenue</b>	Non-Port	Port Share approved on 7-24-14				
4000 Assessment Income			\$76,824.00			
4100 Assessment Income:Port of Oakland Assessments		\$109,891.47			\$0.00	
4200 Assessment Income:Non Port Assessment Income	\$670,901.53				\$603,631.82	
<b>Total 4000 Assessment Income</b>	\$670,901.53	\$109,891.47		\$780,793.00	\$603,631.82	\$177,161.18
<b>4390 Individual Donations</b>					\$7,328.84	
<b>9100 Bank Interest</b>					\$485.29	
<b>4510 Program Income</b>					\$31.98	
<b>Total Revenue</b>	\$670,901.53	\$109,891.47	\$76,824.00	\$857,617.00	\$611,477.93	
<b>Total Cash Available</b>					<b>\$688,301.93</b>	
<b>Expenditures</b>						
7000 MBSSI Maintenance, Beautification, Safety, etc.						
7100 Ambassador Services (Block By Block)	\$298,180.00	\$89,891.00		\$388,071.00	\$226,374.75	\$161,696.25
7200 Services on Tidelands Trust Lands		\$20,000.00		\$20,000.00	\$0.00	\$20,000.00
7300 Public Right of Way (Special Projects)	\$1,075.00		\$5,377.68	\$6,452.68	\$39.95	\$6,412.73
7400 Public Right of Way (Maintenance Operations)	\$10,052.00			\$10,052.00	\$524.97	\$9,527.03
<b>Total 7000 MBSSI Maintenance, Beautification, etc.</b>	<b>\$309,307.00</b>	<b>\$109,891.00</b>	<b>\$5,377.68</b>	<b>\$424,575.68</b>	<b>\$226,939.67</b>	<b>\$197,636.01</b>
7700 MED Marketing & Economic Development						
7710 Marketing Coordination (ED 0.30 FTE)	\$25,853.00			\$25,853.00	\$15,081.01	\$10,771.99
7720 Marketing Assistance (MAA 0.15 FTE)	\$8,618.00			\$8,618.00	\$5,026.98	\$3,591.02
7750 Marketing / Branding / Public Relations	\$50,871.00			\$50,871.00	\$4,082.34	\$46,788.66
7800 Special Projects	\$50,871.00		\$38,412.00	\$89,283.00	\$6,974.97	\$82,308.03
<b>Total 7700 MED Marketing &amp; Economic Development</b>	<b>\$136,213.00</b>		<b>\$38,412.00</b>	<b>\$174,625.00</b>	<b>\$31,165.30</b>	<b>\$143,459.70</b>
8000 AGCR Administration & Govt/Community Relations						
8010 District Management (ED 0.70 FTE)	\$60,324.00			\$60,324.00	\$35,189.07	\$25,134.93
8020 District Management Assistance (MMA 0.35 FTE)	\$20,108.00			\$20,108.00	\$11,729.69	\$8,378.31
8050 Training & Professional Development	\$4,070.00			\$4,070.00	\$2,079.28	\$1,990.72
8080 Annual Stakeholder Meeting	\$4,578.00			\$4,578.00	\$0.00	\$4,578.00
8110 Accounting & Taxes	\$3,052.00			\$3,052.00	\$1,269.83	\$1,782.17
8130 Computer Service & Support	\$2,035.00			\$2,035.00	\$159.00	\$1,876.00
8150 Consulting & Legal Expenses	\$5,087.00			\$5,087.00	\$2,587.50	\$2,499.50
8200 Fees & Permits	\$254.00			\$254.00	\$269.25	-\$15.25
8410 Insurance (D&O)	\$616.00			\$616.00	\$600.00	\$16.00
8420 Insurance (General Liability & Auto)	\$3,322.00			\$3,322.00	\$2,862.00	\$460.00
8430 Membership Fees	\$1,750.00			\$1,750.00	\$0.00	\$1,750.00
8450 Special Projects	\$509.00		\$33,034.32	\$33,543.32	\$7,703.11	\$25,840.21
8510 Office Rent	\$28,500.00			\$28,500.00	\$18,500.00	\$10,000.00
8520 Office Improvements	\$13,000.00			\$13,000.00	\$1,850.00	\$11,150.00
8530 Office Furniture & Equipment	\$2,500.00			\$2,500.00	\$502.36	\$1,997.64
8540 Postage, Shipping, Delivery	\$1,017.00			\$1,017.00	\$27.09	\$989.91
8545 Local transportation	\$0.00			\$0.00	\$120.00	-\$120.00
8550 Printing & Copying	\$2,035.00			\$2,035.00	\$711.51	\$1,323.49
8560 Supplies	\$2,035.00			\$2,035.00	\$1,307.10	\$727.90
8570 Telephone & Telecommunications	\$2,220.00			\$2,220.00	\$1,375.40	\$844.60
8580 Utilities (Office Expenses)	\$4,380.00			\$4,380.00	\$2,490.16	\$1,889.84
8590 Utilities & Rent (Offsite Expenses)	\$1,380.00			\$1,380.00	\$3,418.00	-\$2,038.00
<b>Total 8000 AGCR Administration &amp; Govt/Comm Relations</b>	<b>\$162,772.00</b>		<b>\$33,034.32</b>	<b>\$195,806.32</b>	<b>\$94,750.35</b>	<b>\$101,055.97</b>
8600 CFC Collection Fees & Contingency						
8610 Collection Fees	\$16,737.00			\$16,737.00	\$10,567.12	\$6,169.88
8680 Contingency Allowance for Uncollected Assessments	\$45,727.00			\$45,727.00	\$0.00	\$45,727.00
<b>Total 8600 CFC Collection Fees &amp; Contingency</b>	<b>\$62,464.00</b>			<b>\$62,464.00</b>	<b>\$10,567.12</b>	<b>\$51,896.88</b>
<b>Total Expenditures</b>	<b>\$670,756.00</b>	<b>\$109,891.00</b>	<b>\$76,824.00</b>	<b>\$857,471.00</b>	<b>\$363,422.44</b>	
<b>Cash On Hand</b>					<b>\$324,879.49</b>	