

# **Tweedy Mile Association**

## ***City of South Gate***

### **Service Agreement**

[Contract Evaluation]

[03/07- 02/11]

## Program Outcomes & Performance Evaluation (March 2007 to February 2011)

### I. Non Revenue Programs Preceding the Service agreement

Preceding the service agreement TMA programs were: the sidewalk sales, Santa on the Boulevard, and the turkey, and ham drawing programs. These were placed to promote sales and foot traffic in the boulevard. These non-revenue programs involved: distribution of a flyer to the 350 Tweedy Mile merchants, and in-store prize-entry forms distributions. Proceeds from the service agreement allowed, for the first time, the opportunity to **place paid advertising** in LA Opinion, El Aviso, Penny Saver, and Channel 54 promoting sidewalk sales, and shopping during the holiday season

### II. Revenue Programs Preceding the Service Agreement: Annual Street Fair

TMA, in cooperation with the City hold its Annual Tweedy Mile Street Fair. The event takes place between California and Alexander streets, on Tweedy Bl. The Fair, celebrated over the last 21 years, attracts over 250,000 visitors from the Los Angeles County South East communities.

With the small town flair in the middle of urban sprawl, the Fair offers a safe family environment for visitors that enjoy carnival rides, entertainment on two main-performance stages, international foods, a petting zoo, and arts and crafts. The Fair opens to the public on: Friday from 5:00 p.m. to 12:00 a.m.; Saturday from 10:00 a.m. to 12:00 a.m.; and on

### Revenue Program Benefits : Street Fair Summary

Although TMA stayed fiscally conservative during this four year period, it was affected, like any other organization, by the challenging economy. This downturn caused for TMA to experience a shortfall of \$70,000.00 in net proceeds during the 2009 and 2010 Street Fair, which virtually wiped out revenue during these two years. This while City charges increased almost 30% in 2009, and almost 20% in 2010 compared to 2008 charges. In contrast, by 2010 vendor charges dropped a little over 17%

As a result of these factors TMA negotiated better income terms with the Fair producers Shamrock, and Pageantry. As well TMA worked with the City in forging a better business model to continue making the Fair economically sustainable by placing a ceiling of \$40,700.0 on City charges, while allowing the City to raise this ceiling to \$48,000, once \$17,000.00 in net proceeds are realized.

As this new arrangement reinforces the partnership between the City and TMA, it will be advantageous to both parties as financial liability is reduced while helping securing income levels.

### III. New Non Revenue Programs During the Service Agreement

Taking advantage of the new resources brought by the service agreement, TMA was not only able to enhance the impact of its existing programs, but the organization was able to create new promotions, afford community support activities, increased public safety; obtain/develop information technology; and invest in urban design/physical improvements

Concerning new promotions the *Easter Bunny*, *Arts on the Boulevard*, and *Clean Up Day* was added to TMA's activities. The Easter Bunny promotion is designed similar to the *Halloween*, and *Santa on the Boulevard* events where we have individuals dressed in costume greeting children and their families along the boulevard. These activities are promoted through posters, flyers, and candy give-away. Due to low turnout, or inclement weather *Arts on the Boulevard*, and *Clean Up Day* there were only conducted in one year. C

*Navidad on Tweedy* stands out as a new successful program in several aspects by closing Tweedy Blvd, to traffic, and by forging a partnership with St. Helen's Catholic Church, and the City of South Gate. This event experienced

over 2,200 net participants. This, as opposed to readers just reached by publicity and advertising, which would be 235,000 at a \$7,755.87 direct investment. This figure does not account for the expense of advertising, as it also promotes other Tweedy Mile holiday celebrations. This program was implemented as a recommendation from City Mayor Gil Hurtado. Since 2008 the City contributes with the street closure costs.

Although *Navidad*, like the Fair closes the Boulevard to traffic, is a pure community event as all attractions, entertainment, and activities are offered free to the public. The designated street space that is used by local merchants is also offered at no cost. Local community-based organizations are also invited to sell merchandise as a fundraiser free-of-charge. In comparison, the Street Fair is of a much greater scale, and does charge for all attractions, booth space, and activities.

## **MEDIA-**

**Newsletter** A program mandated under the service agreement TMA newsletter started with a 350 circulation reaching all TMA merchants. However, and then without a website, the reach proved to be insufficient. Therefore, by mid 2007 the TMA approved for the special two—page section *News From Tweedy Mile*, to appear as part of the City produced Vista Magazine. As this quarterly publication reaches 20,000 South Gate households, the city's residents have the opportunity to be better informed on events taking place in Tweedy Mile.

**Television Commercial** TMA hired Furlong Productions to create a television commercial to promote the Boulevard during the broadcast of the Santa's Christmas Children's Parade. The commercial, costing a nominal \$1,000.00, aired on Thursday December 25, 2008 at 9 a.m. with a 4x rotation on Channel 13. The text of the commercial is attached to the summary. TMA was not furnished with a Nielsen's report determining viewership. However, this video was later utilized in the TMA's website.

**Website:** TMA's site, [www.tweedymile.org](http://www.tweedymile.org) has operated for the last two years a dedicated, to inform the public of our activities, meetings, and a created a promotional outlet for Tweedy Mile merchants. Although TMA has faced the challenge of staff shortage to constantly produce the portal's content, the site experiences increased visitation each year, especially during the TMA's Street Fair, and during the Christmas holiday season. TMA will review how resources can be allocated to produce content, and to help merchants that are not computer savvy to use the portal more efficiently to enhance their sales potential.

## **PLANING**

**Color Code.** In October 2007 TMA proposed the City Council to implement a color code. The concept came as a result of many merchant complaints on the unappealing, and sometimes jarring appearance facades in the Boulevard. The Council acquiesced for TMA to proposed comprehensive language that would be the foundation of a new City ordinance. After months of research done through phone interviews with other City planning bodies, bibliography, and on-site observation, TMA proposed this language that became part of the municipal city code ordinance \_\_\_\_\_ on March 2007. Since then, many businesses have adopted the City code which have incrementally improve the commercial appeal of the Blvd; with no fiscal impact to the City. Examples of businesses that have adopted the code are: The Donut Shop, Ziegler's Hardware Store, Shoe Port, Bates Realty, John J. Gottes Attorney at Law, Luzia's Beauty Salon, Mariscos Puerto Nuevo, Griffin Insurance, El Perihuate, and Pioneer Medical Center. As part of the service agreement, since the implementation of this code, TMA produces and distributes literature on the code to new and established boulevard merchants. As well working with the City of South Gate's Senior Planner Sonia Shah, merchants are referred her way once they communicated with TMA of their plans to paint.

**Traffic Study:** By a City staff recommendation, TMA agreed to contract the mobility group to conduct a traffic study to analyze the feasibility of implementing 45-degree parking on the boulevard. Once TMA completes the three phases of the physical improvement projects, the board will revisit the conclusions and options that this study presents.

**Public Forum: *Forging an Identity for the Boulevard.*** In an effort to brand Tweedy Mile as a commercial and community destination, this public forum compiled community input of what, commercial and architectural themes, would be most appropriate to adopt. Under the design committee this effort was geared to determine an identity that would provide more services to the local residents, that would attract out-of-area customers, and that would address the community's sensitivities in "getting a new look" for TM. The input obtained, although limited in resident participation, owed to the fact of addressing the consumer needs of a young, mostly Latino population. The caveat was that any effort to bring out the target audience will not result in the exclusion of the senior, long standing residents of South Gate.

## **COMMUNITY SUPPORT & COLLABORATIONS**

**Chamber Collaborations:** TMA has also supported the Chamber of Commerce in promoting the commercial areas of the City, whether producing television spots, sponsoring trolleys at the Christmas Parade, or whether becoming a member. In addition TMA has leveraged its advertising dollars by dedicating full pages at El Aviso, La Opinion, and the Penny Saver promoting the Christmas Parade, as well by taking care of the installation of holiday decorations in the Hollydale area. It is worth mentioning that the City's subsidy covers only 60% of the cost for installation, and storage for such decorations. In addition, in response to the City Department of Finance request, TMA extended a \$5,000.00 loan to the Chamber of Commerce to cover a funding shortfall. The loan was repaid in the timeframe and conditions stipulated in the agreement.

**Art Night: *Tweedy Mile Your Community.*** Art & Family Night has taken place during the last three years at the South Gate Park Auditorium. On recommendation from the City Administration, TMA has produced and promoted this program through all South Gate schools. Art Night provides \$60 to \$200 prizes to winners in different media, and age categories. Art Night attracts and average of 400 participants. These participants come from 18 local schools including South Gate Middle School, Southeast Middle School, South Gate High School, and South East High School and 22 surrounding schools were also present. Art Night is done in collaboration with the South Gate Artists Association, and Club Guadalajara USA.

**Other Community Support** Understanding the pressing economic needs during the 2008-2009 downturn, TMA agreed to set aside a nominal amount, \$1,200 per year to support community efforts such as an Eagle Scout Temporary Pocket Garden, Earth Day Celebration, Optimist Club Volunteer Luncheon, Teen Challenge Annual Azalea Dinner, and the Pageantry of the Trees.

As well TMA was actively involved in promoting participation in the U.S. Census. The efforts were concentrated in the design and coordination of U.S. Census cross-street banners, the only banners in the South East Cities; placement of several articles in TMA's website; hosting the County's Cesar Chavez Day of Service; flyer and poster distribution; and lending computer equipment, and office space to U.S. Census enumerators.

**Note:** Preceding the service agreement, TMA paid for these programs out of the Business Improvement District fees it collected from the merchants. Contingency expenses such as liability, and reserves were covered under the net proceeds from the TMA Annual Street Fair. Preceding the service agreement, TMA did not have allocation for operational, or for personnel expenses.

**SAFETY**

**Police Surveillance:** By investing over \$73,327 in police surveillance, in four annual contracts, TMA help to create a safer shopping environment. This night surveillance contracts are independent of the \$188,729.6 paid to the City on occasion of the last three TMA Street Fairs.

IV. **Physical Improvements:** (Service Agreement: 20010-2011)

On 2009 by a strong recommendation from the City of South Gate, TMA agreed to invest \$155,000,00, from the \$200,000.00 allocated for this period, in physical improvements for 2010-2011. TMA has worked diligently with Public Works in advancing, reviewing, supervising, and approving project proposals, and their execution. Therefore, disbursement of funds is contingent in the planning, review, and implementation process involved.

The critical path outlined below, considered a working document, establishing three phases. **Phase One** has been 80% completed by the time of writing of this report. As the allocated amount under the service agreement does not cover the cost of all phases, City staff and TMA will convene with a new elected City Council to propose the continuity of the plan. An analysis for areas of improvement on project implementation is provided further down in the conclusions section.

V. **Personnel and Operations**

Tweedy Mile Association has an office located at 3517-C Tweedy Blvd. in South Gate, California. This office is staffed by its Executive Director, Xavier Sibaja. Except for an intern that work part-time during two months, during 2008-2009; there has been no other support staff. A job description for the executive director is provided in the section "About Us". The cost for personnel related expenses are \$4,959.64 per month. Operations related expenses are \$2,085.49 per month. This breakdown excludes the in-kind contribution of the work of volunteers and dedicated board members.

**TOTAL TMA INCOME SOURCES 3/07-2/11 (48 Months)**

**DEPOSITS**

Service Agreement	45.00%
BID Fees	5.00%
Transfers	2.00%
Street Fair	48.00%
Holiday Décor	0.06%
Chamber Payment	0.03%
Interest Income	
Azalea	0.02%
<b>TOTAL DEPOSITS</b>	<b>100%</b>

**TOTAL TMA EXPENSES 3/07-2/11**

	<b>Monthly Costs:</b>	<b>%</b>
<b>14-520-</b>		
<b>14580</b>	<b>PROMOTIONS/EVENTS</b>	
14-507	Coupon Book	0.34%
14-520	Santa's Sleigh	0.32%

14-525	Halloween Promotion	0.29%
14-530	Video Production	0.08%
14-534	Arts on the BL	0.55%
14-536	Easter Bunny	0.12%
14-537	Clean Up Day	0.08%
14-538	Community Support	0.10%
14-561	Turkey Drawing	0.32%
14-563	Xmas ham drawing	0.35%
14-581	Print Advertising	1%
16-100	Web Site	1%
	<b>TOTAL PROGRAMS</b>	<b>4.57%</b>

**CITY PROPOSED PROGRAMS**

17-100	Police Contract	6.00%
12-551	Newsletter/Vista	0.80%
14-535	Azalea Art Contest	1.35%
14-580	Navidad on Tweedy	1.09%
14-581	Chamber Coll	0.85%
14-584	holiday decorations	5.30%
14-539	Public Forum	0.25%
15-200	Physical Improvements	4.50%
19-200	Traffic Study	1.60%
14-505	Sidewalk Sales	0.61%
	<b>TOTAL CITY</b>	<b>22.35%</b>

**TOTAL PROGRAMS 26.92%**

**PERSONNEL**

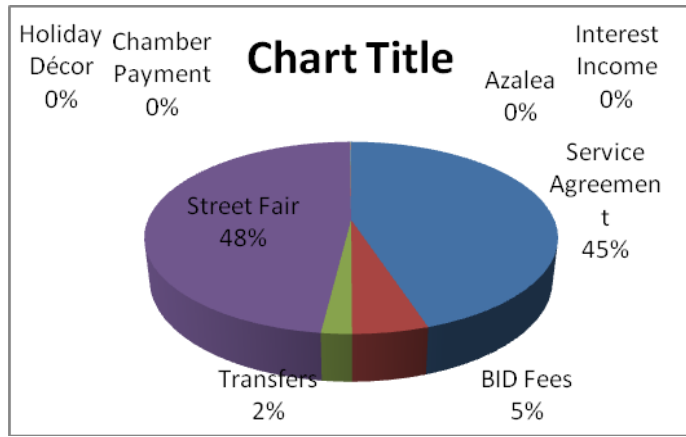
<b>18-100-18-113</b>	Total Personnel	
18-100	Payroll/ED	13.20%
18-101	Payroll/Staf support	0.10%
	Payroll Taxes/Workers	
18-110	comp	6.00%
18-112	health Insurance	0.35%
18-113	Compliance	0.01%
	<b>TOTAL PERSONNEL</b>	<b>19.66%</b>

**OPERATIONS**

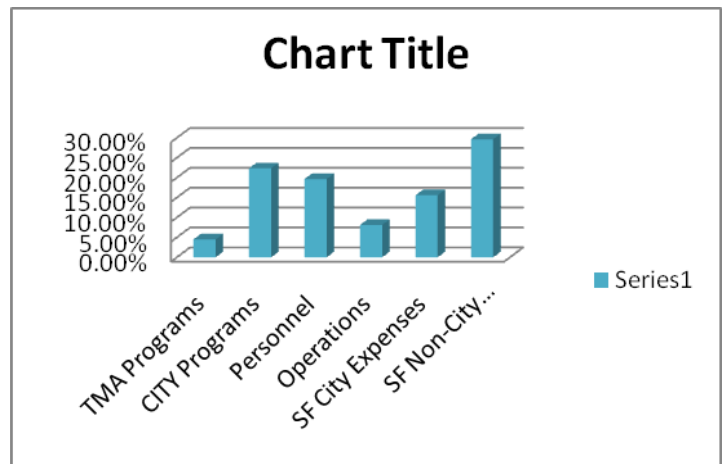
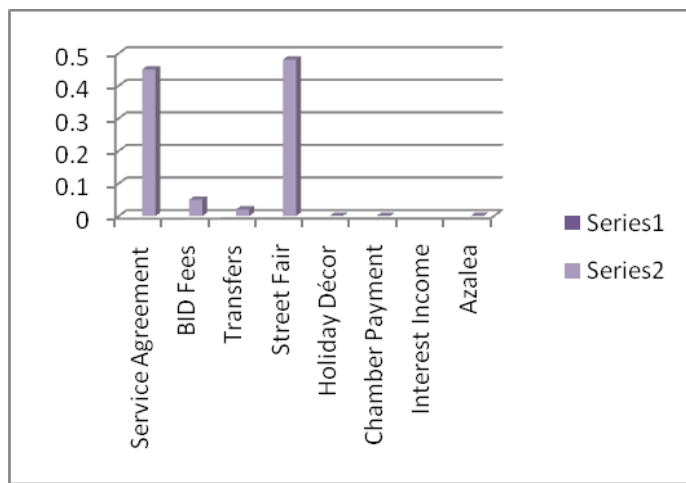
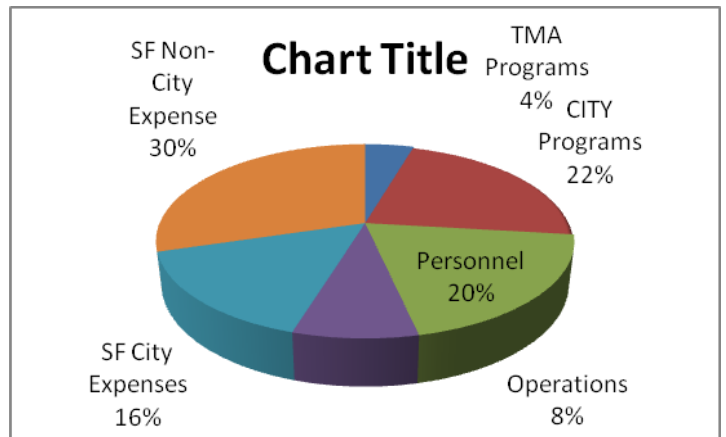
18-230	Postage/Flyer Distribution	0.37%
18-231	Printing & Copying	0.36%
	Office Furniture/set	
18-300	up/repairs	1%
18-400	Rent/electricity	3.30%
18-405	Office Supplies/Materials	0.37%

18-409	Office Equipment	0.10%
18-410	Telephone	0.49%
18-412	Dues/Subscriptions	0.03%
18-420	Liability Insurance	0.80%
18-430	Membership CDC/icsc	0.26%
18-440	Business Expenses	0.79%
18-441	Bank Services	0.02%
18-442	Accounting Services	0.13%
18-443	Graphic Design	0.01%
<b>TOTAL OPERATIONS</b>		<b>8.13%</b>
28	Street Fair/City Charges	15.60%
28	Street Fair/Non City	29.65%
<b>TOTAL STREET FAIR</b>		<b>45.25%</b>
<b>TOTAL EXPENSES</b>		<b>100%</b>

TOTAL TMA INCOME 3/07-2/11 (48 Months)



TOTAL TMA EXPENSES 3/07-2/11 (48 Months)



## VI. **Brief Agreement Analysis and Recommendations**

Although the 2007-2011 service agreement offered TMA with the flexibility to adjust programs according to changing needs, it also allowed for community groups, City staff, and elected officials to put forth recommendations for the use of funds. This input was sometimes offered with little regard to the overall program objectives. Although these changing priorities generated programs that reached conclusion, they also greatly deviated from the overall program objectives. Here, the case in point was the engagement in physical improvement projects, which although was received by the stakeholders as of positive impact, the overall project commitments as laid out on page 18 and 19 of this report, do not match the present funding availability.

In addition, having built-in mandates, such a business directory, without a comprehensive needs assessment process as part of the agreement, the measurement of program efficiencies proved to be elusive, even to the City ad hoc agreement reviewers. Also in an ad-hoc fashion, was the supervisor's authority to review, and approve, the program's continuity.

Another area of improvement is the need for City and TMA to be "on the same page" concerning legal authority pertaining to zoning ordinances. That is that TMA proposes changes, or additions of such ordinances to the consideration of the City staff, and in turn to the City Council. Therefore, it is only within the jurisdiction of the City to enforce the SGMCC.

Based on the lessons learned, this summary recommends for a subsequent service agreement to:

- Contain a formal evaluation process
- For the programs to be designed around achievable and efficient program outcomes
- For the agreement to specify official reporting guidelines, both on the narrative and financial reporting
- For the City to designate a program supervisor responsible to evaluate, and approved continued funding of the entire service agreement
- For the program evaluation and recommendations be based solely on criteria specified on the agreement mandates.
- For TMA and the City to commit to short term, and long term goals during multi-year service agreements. This would also apply to adhere to projected program costs, and City services charges
- For the service agreement language to contain expected fiduciary responsibilities by citing the specific funding sources supporting such agreement. It is imperative, especially when it comes to federal, and state funding, for the grant recipient we aware of actions that might placed an organization not to be in compliance.
- For future service agreements to reflect a comprehensive funding strategy, that will tap any possible funding source, to engage in long term planning for promotions, community collaborations, physical improvement projects, and safety. And that the later be in tune with strategies laid out by the General Plan Update.