



**FERNDALE DDA
BOARD OF DIRECTORS MEETING
THURSDAY, APRIL 13, 2017
8:00 A.M. Board Meeting**

Ferndale City Hall; Council Chambers
300 E. Nine Mile Rd., Ferndale, MI

AGENDA

- I. Call to Order
 - A. Roll Call
 - B. Dismissals
 - C. Consideration of Agenda
 - D. Consideration of Minutes: March 2017

- II. Consent Agenda
 - A. Staff/Committee Report
 - B. Budget Report
 - C. Strategic Plan

- III. Call to Audience (no more than 3 minutes per person – 15 min. total allotted)

- IV. Community Reports
 - A. Chamber of Commerce
 - B. Ferndale Public Schools

- V. Community Reports
 - A. Spirit of Main Street **video to be viewed at meeting*
 - B. Pulp Detroit **handouts will be provided at meeting*

- VI. **2016 Annual Community Checklist – Oakland County Main Street**

- VII. Call to Committee Chairs, Board Members & Staff (not more than 3 minutes)

- VIII. Adjournment

CALENDAR OF EVENTS

April

- 4th**
Design Committee 6pm
- 5th**
Biz Dev Committee 5pm
- 6th**
Executive Committee 5pm
- 10th**
City Council 7pm
- 13th**
DDA Board of Directors 8am
MSOC Evaluation Day
- 14th**
DDA Offices Closed
Good Friday
- 18th**
Volunteer Appreciation
@ The Rust Belt Market 6pm
- 24th**
City Council 7pm
- 25th**
FACC – Artist in You
@ Ferndale Library 5pm
- 26th**
Promotions Committee 5pm
- 27th**
Executive Committee 5pm

May – Bike Month

- 1st – 3rd**
National main Street
Conference
- 8th**
City Council 7p.
- 9th**
Design Committee 6pm
- 10th**
Biz Dev Committee 5pm
- 11th**
MSOC Awards Ceremony
- 18th**
Bike Night Rodeo
- 22nd**
City Council 7pm
- 24th**
Promotions Committee 5pm
- 29th**
DDA Office Closed
Memorial Day

June

- 1st**
Executive Committee 5pm
- 6th**
Design Committee 6pm
- 7th**
Biz Dev Committee 5pm
- 8th**
MDA Conference
Dearborn, MI
- 12th**
City Council 7pm
- 26th**
City Council 7pm
- 28th**
Promotions Committee 5pm

**FERNDALE DOWNTOWN DEVELOPMENT AUTHORITY
BOARD OF DIRECTORS MEETING
THURSDAY, MARCH 16, 2017
8:00 A.M.
FERNDALE CITY HALL
300 E. 9 MILE
FERNDALE, MI 48220**

MINUTES

I. CALL TO ORDER

A. Roll Call 8:05 a.m.

DDA Board Members Present: Mindy Cupples, Dean Bach, Jay McMillan, Pj Jacokes, Michael Hennes, Jerome Raska

DDA Board Members Absent: Jacki Smith, Blake Scheer, Chris Johnston and Mayor/Council

Staff Present: Barry Hicks, Cindy Willcock, Torri Buback

Guests: Kim Hart, Ferndale Area Chamber

B. Dismissals: Jacki Smith (out of town) and Blake Scheer (out of town)

C. Approval of Agenda

Motion by Director Raska, seconded by Director Jacokes to approve the agenda as presented. All Ayes, motion carries.

D. Approval of Minutes: February 2017

Motion by Director Hennes, seconded by Director Raska to approve the Minutes for February 2017 as presented. All Ayes, motion carries.

II. Consent Agenda

A. DDA/Staff/Consultant Reports

B. Strategic Plan

Item pulled for discussion, as reports and plan were not available due to IT issues.

ED Hicks gave an update on the City Hall server crash, explaining that progress is being made in recovering lost data and voiced concern about future data protection. BOLD Technologies, who previously provided IT services for the DDA has been contacted and provided a proposal to ensure this type of thing doesn't happen again. He also explained that going forward it has been made clear through City Council's actions and words that parking is to be the #1 area of priority for the DDA to focus on, which may cause a shift in some strategic planning priorities to ensure the DDA is parking-centric. A joint work session to discuss roles and responsibilities with DDA and Council is scheduled for Monday, April 17th at 5:30, with dinner being provided. The City will focus on facts, data and findings and the DDA will focus on business advocacy and outreach. A first draft of the DDA outreach plan will be presented at that time. Further discussion was had regarding the impact of the changed legislation regarding the library millage and the impact of an approximately \$50,000 loss to the DDA budget. Board Chair Bach and Mayor Coulter have been

reaching out to library Board members to discuss options. This impacts will impact the budget until it is determined whether or not the DDA can recapture some or all of this funding and could result on additional shifting of priorities. ED Hicks and Board Treasurer Smith will do a budget presentation to Council on March 27th. Other items discussed included the upcoming MSOC evaluation and update on the retention visit program.

Revisions to the Strategic Plan were not available, therefore no action was taken.

III. Call to Audience

None

IV. Community Organization Reports

A. Chamber of Commerce

Kim Hart

Kim Hart announced that she had resigned as Executive Director of the Chamber due to family obligations but would be staying on through the hiring and transition to a new Director. The new Chamber guide has arrived and she will deliver to businesses. The Chamber is still seeking sponsorships and they are important in making sure programming continues to happen. The Artist in You reception is April 25th at the library and they are still seeking a building to install the winning piece on. The Rainbow Run is June 3rd and they will be holding a euchre tournament at the Elks on October 13th. She expressed her thanks for the Healthy Happy Ferndale event and the Chamber being a part of it and expressed interest in doing a similar event focused on home, hospitality or art. Director Raska, who is also the Chamber Chair, noted that the search for a new executive director is ongoing and they are accepting resumes through the 20th at which time the search committee will begin the process of phone interviews and then in-person interviews.

B. Ferndale School District

No report. OM Willcock noted that it had been announced that Superintendent Blake Prewitt had accepted another position and would be leaving at the end of the school year.

V. Action Items

A. Consideration of Fiscal Year Budget 17-18

Included in the Board packet was a memo detailing the budget for the current and next fiscal years as well as projections for the following two years, which aligns with the City desire see a three-year budget cycle. The memo detailed different line items and provided information on how to read the budget document. Trends to keep an eye on are changes to the fund balance. FYE 16 showed an increase of \$118,813 over the previous year, with FYE 17 projected to see an increase of \$32,586 and the trend reverses, resulting future fund balances beginning to decline. Reasons for the decline include Headlee rollback and the loss of the library millage capture portion. Also discussed was a "miscellaneous" budget item for \$50,000 each of the next two fiscal years at the request of the City to set aside funds for construction mitigation. Capital improvement projects (CIP) were also discussed. The largest budgeted item is always for downtown maintenance and Director Cupples suggested using Auto Parking Fund overages to assist in helping keep the downtown clean, as it fits with Council's "Safe & Clean" initiative. Changes to the budget will be shifts in item 740 (operating expenses) and

818 (contractual services). It was clarified that the proposed budget did not include the library capture.

Motion by Director Cupples, seconded by Director Raska to approve the budget report as presented, less the parking mitigation capture.

Discussion was had regarding the mitigation projects and capital improvements, noting that none have been spent and can be modified and changed. It was noted that the mitigation amount was an investment in the downtown, not in the structure itself, however most investments have a return and how would the DDA get those funds back. It was also noted that the DDA will be required to do landscaping and snow removal around the structure and how would that be paid for, with the Board feeling strongly that any money put towards mitigation should be returned to the DDA to continue doing what it does – façade grants, etc. Further discussion was had regarding how the bond debt would be covered and the need for further discussion regarding that. Discussion was had regarding programming for businesses as construction progresses, including how much should be dedicated to it and what it would be used for.

Friendly Amendment by Director Cupples, seconded by Director Raska to approve the budget as presented, modifying the miscellaneous expense for parkint mitigation from \$50,000 to \$15,000 with the understanding that the DDA have a discussion with City Council regarding future use and allocation of these funds.

Friendly Amendment: All Ayes, amendment carries
Motion: All Ayes, motion carries.

B. Contract for Services: Pulp Detroit

Due to the recent server crash at City Hall, ED Hicks contacted Pulp Detroit, who previously worked with the DDA on the new website, to discuss assistance with a brand campaign for all the upcoming construction in the downtown, including the parking structure. With 5 major projects occurring over the next 2 years, having a comprehensive communications campaign is a necessity. Pulp can also assist with technical items such as website changes, mapping, developing a social media campaign and other items as outlined in the attached proposal which consists of \$an initial 6 months of up front costs and then an ongoing monthly amount as well as hourly rate information.

Motion by Director Raska, seconded by Director Cupples to approve the contract as presented from Pulp Detroit.

Discussion: Director Hennes asked for clarification of “strategic brand development” and ED Hicks explained that Pulp will be present branding and marketing ideas at a meeting with DDA staff on the 24th of this month and will then present to the Board at the April meeting. Potential ideas could include a catchy tagline, logo tweaks to reflect the construction tagline and a cohesive branding that represents the construction and what is happening.

All Ayes, motion carries.

- C. Contract for services: Bold Technologies, Inc.
Due to the recent server crash at City Hall, ED Hicks contacted BOLD technologies, who previously provided IT services for the DDA, to discuss options to ensure the safety and storage of DDA electronic data. As a result of the server crash, ED Hicks does not have full confidence in the plan to repair going forward and DDA staff has lost considerable time recreating documents and files. The proposal included in the Board packet is low enough that he could approve it, but wanted to bring it before the Board as it could require a slight budget amendment of moving money between two different line items. The proposal includes items to ensure that this type of crash never happens again, including a back-up server and Carbonite online back up server.

Motion by Director Hennes, seconded by Director Cupples to approve the \$1,951 expenditure for a back up system. All Ayes, motion carries.

VI. Discussion Items

- A. Main Street Oakland County: Awards Ceremony
MSOC Award nomination packet was included in the Board packet and Board members were encouraged to read through it and identify any people, businesses or projects they felt should be nominated
- B. Parking Information Packet
Packet included in Board packet as an information only item
- C. Committee Meetings Attendance
ED Hicks asked all Board members to attend at least one committee meeting per year.

VII. Call to Committee Chairs & Board Members & Staff

OM Willcock provided a recap of the Healthy Happy Ferndale Event

Chair Bach thanked staff for all their hard work during the recent server crash issue

ED Hicks noted that the evaluation schedule for MSOC is set

Chair Bach noted that he had met with new MSOC Coordinator John Bry and Alex Hritcu and they are concerned that they never hear from Ferndale. ED Hicks noted that he does talk to them regularly, but is not going to do stuff just to do it.

Director Raska noted that he and Robbin are opening another location in Holly. On December 27th they purchased a building and now own Holly Antiques, which will have a re-grand opening on March 31st at 5:00. He also noted he attended a Holly DDA meeting and recommend that everyone should take the opportunity to see what other DDA Boards look like.

VIII. Adjournment

Meeting adjourned without quorum at 9:42 a.m.

April 2017

Consent Agenda

Sample Motions:

- A. *To approve the consent agenda in its entirety.*
- B. *To approve the consent agenda, excluding Items ____ (Letter/Letter & Number) ____.*

Staff reports are presented to the DDA Board of Directors at their regular meetings each month. Staff report is a summary of activities for the previous month and is not intended to be all-inclusive.

Committee Summaries

Business Development

- Discussed information gathered during most recent retention visits
- Discussed and created a “parking facts” worksheet to use as a tool for reference when talking about the proposed parking deck with businesses

Promotions

- Finalized movies for the outdoor movies on Vester – Moana, Ghostbusters and Pretty in Pink.
- discussed ideas for business promotions throughout construction projects
- Art of the Cocktail is in the development phase
- Staff is working with local media outlets on parking mitigation
- The Ferndale DDA eNews has officially re-started as of April 2017. Rebranding and marketing will continue and new brand will launch in May 2017. The eNews will include construction updates

Design

- Building Design Standards: The Design Committee will meet with the Planning Commission during the last week of April. The meeting will be to discuss Building Design Standards and potential ordinance revisions. The City Planner and DDA Executive Director are working on revisions and the City will be providing a Consultant to assist with the project.
- Bus Shelters
 - Next one will be “yoga” based. Refinishing and sandblasting of the shelter in preparation of the upgrades will begin around May 9th.
 - The DDA is applying for a Community Foundation Grant for \$2,500 to assist with beautifying the bus shelter and other non-motorized transportation facilities.

- The Design Committee will be reaching out to the Ferndale Area Chamber of Commerce to discuss the Artwn Brand and how to jointly utilize it to provide public art updates throughout downtown Ferndale.

Informational Items

Outreach

- Business visits: The Library Book Store, Otus Supply, Le' Host, Meagan Mitchell Salon, Driven, May's Bangkok Express, Maurice London, Bikram Yoga Ferndale, Rouge, Detroit Comics, MiChigo, Detroit Lotus Sangha, Clean Plates, Little Lotus, Painting With A Twist, Western Market, Rosie O 'Grady's, Ringwald Theatre, Cregger Plumbing, Artsy Fart, The Rust Belt, Western Market
- Partner Meetings: City of Ferndale, Ferndale Chamber of Commerce, Ferndale Public Schools, Oakland County, Ferndale Area District Library

Property & Business Development

- 415 W. Nine Mile – new office building being constructed next to the Planavon/W. Nine Mile public parking facility. The estimated date of completion is not available at this time.
- Ferndale Haus (former Save-A-Lot site) – Demolition is complete and utilities have been dug, connected and installed on site. The developer will be redeveloping Schiffer Park (adjacent to the project) and a design has been completed by the City's consultants. It is proposed that there will be over 100 residential units with some office/retail on the first floor. Schiffer Park will have movable seating, a water feature, and more greenery than was preciously there. The project cost is estimated at approximately \$16 million and is waiting on approval of Brownfield Credits estimated to be worth \$2.6 million. Anticipated construction should begin in the spring/summer of 2017. The completion date is TBD.
- 409 on Nine (former Ferndale Area Chamber of Commerce Location) – Plans have been approved by the Appearance Review Committee, Planning Commission, and City Council. Demolition and Building plans have not been submitted at this time. Wolf River Development is proposing the construction of 100 new, market rate residential housing units. The project cost is estimated at approximately \$15 million . The developer did not request any tax credits and does not have an estimated date for completion.
- 165 E. Nine Mile (former church) – to be a mixed-use development by Northstar Properties. No plans have been submitted at this time.
- St. James Church – approximately 100 proposed senior housing units proposed. Plans have been approved by Appearance Review, Planning Commission, and City Council. Demolition plans are approved and demolition will begin in April/May 2017. Building plans have not been submitted at this time.

New Businesses/Expansions/Retention

- New Businesses – Bikram Yoga Ferndale, M.C. 'wiches (new business coming soon)
- Anticipated New Businesses – a new business has leased the space to replace Easy Like Sunday at 172 W. Nine Mile
- Outgoing Businesses – Easy Like Sunday, P&A Scholars, Southern Belle's Bistro

Projects

- Sound System – the DDA worked with Mood Media to update and replace equipment that is used for the music in downtown.
- Library Millage – The DDA and Library Board Chairs met
- Budget – The Executive Director and the Treasurer gave a presentation to the City Council illustrating the next 3-years budget cycle for the DDA.
- Volunteer Appreciation – Staff has worked with the City to organize an event to be held on Tuesday, April 18th at 5:30pm for Volunteer Appreciation
- University of Michigan – The School of Information Technology completed assignments by various City departments to assist with creating technology based solutions for City Government. Presentations were given at the Rust Belt Market on April 5th.
- Healthy Happy Ferndale – The inaugural event designed to provide exposure for a specific business sector. The event was well attended by 25 vendors and over 150 visitors. This event was a successful pilot and provides a good template to highlight various business sectors throughout the upcoming construction happening around downtown.
- Marketing Video – DDA staff worked with local musicians to create a grassroots pro-Ferndale music video.
- Main Street Oakland County Awards – staff completed and submitted 4 applications for consideration
 - On a Shoe String Budget – W. Nine Mile Bus Shelter
 - Out in the Open – W. Nine Mile Bus Shelter
 - Business Owner of the Year - The Rust Belt Market
 - Spirit of Main Street video – submitted a video for a chance to win \$2,000

Administrative

- The Executive Director has been evaluating staff development opportunities which will include training and conferences. All staff will be attending the National Main Street Conference in May; staff will also be attending workshops on photography and visuals.
- Quickbase, the Customer Service Relationship application, is being updated to include quick and accessible information regarding business retention visits.
- Mailchimp is in the process of having the email lists updated to reflect current email addresses.
- Accounting software training was completed in February/March and system has been updated. Some data was lost in the recent server crash in is being recreated at this time.
- DDA Computers/Server – The DDA contracted Bold Technologies to assist with providing an onsite and cloud based backups for all data.
- The Executive Director worked with Main Street Oakland County to complete the DDA's Annual Evaluation. On-site evaluations will be happening on April 13th.
- Oakland County Main Street would like to consider adding a new Tier of membership to the program and has asked Ferndale's Executive Director to assist with developing the program further.

Parking Deck/Construction

- Healthy Happy Ferndale – The inaugural event designed to provide exposure for a specific business sector. The event was well attended by 25 vendors and over 150 visitors. This event

was a successful pilot and provides a good template to highlight various business sectors throughout the upcoming construction happening around downtown.

- Traffic & Safety/Republic Parking Meeting – The DDA Staff worked with consultants to identify opportunities for the development of a mobile application that could direct customers to available parking spaces around downtown. This application would be able to assist during the construction of the parking deck
- DDA & City Staff have been working on a Parking/Construction Communication Plan. More details will be available at the joint DDA/City Council Meeting on Monday, April 17th at 5:30pm

APRIL 2017 - BUDGET REPORT FOR CITY OF FERNDALE DDA
Current FY 16-17 & Proposed 17-18

FUND ACCOUNT	DESCRIPTION	2016-17 APPR. BUDGET	BALANCE 03/02/17	2016-17 PROP. AMEN. BUDGET	2017-18 PROP. BUDGET
Liabilities	Liabilities				
248 202.000	Accounts Payable	\$ -	\$ -	\$ -	\$ -
248 257.000	Wages Payable	\$ -	\$ (4,267)	\$ (3,299)	\$ (3,500)
248 257.100	Accrued Liability - Payroll	\$ -	\$ (4,477)	\$ (5,344)	\$ (5,500)
248 257.150	Accrued Liabilities - Health Insurance	\$ -	\$ (559)	\$ (559)	\$ (1,000)
TOTAL LIABILITIES		\$ -	\$ (9,303)	\$ (9,202)	\$ (10,000)
Revenues	Revenue				
248 402.000	Property taxes	\$ 462,800	\$ 384,811	\$ 453,300	\$ 418,400
248 402.005	Property Taxes - Loss	\$ -	\$ -	\$ -	\$ -
Placeholder	Library	\$ -	\$ -	\$ (25,000)	\$ -
248 403.100	Property Tax Chargebacks	\$ (1,000)	\$ 324	\$ (1,000)	\$ -
248 404.000	Voted Property taxes	\$ 53,365	\$ 49,153	\$ 57,068	\$ 56,000
248 523.000	Federal grant	\$ -	\$ -	\$ -	\$ -
248 545.000	State grant	\$ -	\$ -	\$ -	\$ 3,000
248 610.000	Participation fees	\$ 2,500	\$ -	\$ 2,500	\$ -
248 665.000	Interest income	\$ 1,000	\$ -	\$ 1,000	\$ -
248 675.000	Contributions	\$ 73,265	\$ 17,394	\$ 25,000	\$ 25,000
248 675.500	Contributions - DDA - Public Art	\$ -	\$ 110	\$ 500	\$ 1,000
248 676.101	General Fund Contribution	\$ -	\$ -	\$ -	\$ -
348 695.000	Miscellaneous income	\$ -	\$ -	\$ -	\$ -
248 698.000	Net unrealized gains	\$ (5,000)	\$ -	\$ -	\$ -
TOTAL REVENUES		\$ 586,930	\$ 451,792	\$ 513,368	\$ 503,400
Expenditures	Expenditures				
248 706.000	Full Time Personnel	\$ (148,600)	\$ (92,017)	\$ (144,518)	\$ (151,744)
248 707.000	Part-Time Personnel	\$ (23,400)	\$ -	\$ -	\$ -
248 715.000	Social Security	\$ (12,950)	\$ (7,039)	\$ (11,056)	\$ (11,608)
248 716.100	Health Insurance	\$ (34,300)	\$ (8,129)	\$ (16,785)	\$ (17,624)
248 716.110	Health Insurance - EE Contribution	\$ 2,880	\$ 513	\$ 2,238	\$ (2,350)
248 717.000	Life Insurance - EE	\$ (220)	\$ (112)	\$ (211)	\$ (211)
248 718.000	Pension- ICMA-RC 401	\$ (6,790)	\$ (6,338)	\$ (10,116)	\$ (10,622)
248 725.000	Workers Compensation	\$ (850)	\$ 704	\$ (850)	\$ -
248 730.000	Postage, Mail processing	\$ (500)	\$ -	\$ (500)	\$ (500)
248 740.000	Operating Supplies	\$ (53,210)	\$ 28,939	\$ (35,000)	\$ (25,000)
248 000 747	Grant Activity	\$ -	\$ -	\$ -	\$ (3,000)
248 775.000	Repair & Maintenance	\$ (700)	\$ -	\$ -	\$ (1,000)
248 802.000	Audit/Actuarial Fees	\$ (1,000)	\$ -	\$ (1,000)	\$ (1,000)
248 818.000	Contractual Services	\$ (26,500)	\$ (17,778)	\$ (26,500)	\$ (28,000)
248 853.000	Phone/Communications	\$ (3,000)	\$ (718)	\$ (2,200)	\$ -
248 853.116	Telecom - Cell Phone EE Reimb.	\$ -	\$ -	\$ (1,950)	\$ (2,340)
248 873.000	Training/Education	\$ (8,400)	\$ (1,826)	\$ (10,000)	\$ (15,000)
248 885.000	Special programs	\$ (44,975)	\$ (17,719)	\$ (30,000)	\$ (30,000)
248 900.000	Printing & Publishing	\$ (21,780)	\$ (314)	\$ (10,000)	\$ (10,000)
248 914.000	Liability Insurance	\$ (2,000)	\$ -	\$ (2,000)	\$ (2,000)
248 920.000	Utilities	\$ (21,000)	\$ (8,459)	\$ (12,000)	\$ (7,600)
248 931.000	Facilities Maintenance	\$ (134,000)	\$ (91,703)	\$ (142,000)	\$ (144,000)
248 940.200	Equipment Leases - Non-City owned	\$ (200)	\$ -	\$ (200)	\$ -
248 942.000	Building Rental	\$ (28,050)	\$ (716)	\$ (2,500)	\$ (1,800)
248 943.000	Equip Rental Alloc - General Fund	\$ (1,632)	\$ (948)	\$ (1,632)	\$ (1,800)
248 956.000	Miscellaneous/Construction	\$ -	\$ (263)	\$ (4,000)	\$ (102,800)
248 958.000	Memberships & Dues	\$ (725)	\$ (575)	\$ (3,000)	\$ (3,500)
248 968.000	Depreciation Expense	\$ -	\$ -	\$ -	\$ -
248 974.000	Public Improvements	\$ (15,000)	\$ (10,820)	\$ (18,000)	\$ (15,000)
248 977.000	Capital Outlay	\$ -	\$ -	\$ -	\$ (5,000)
TOTAL EXPENDITURES		\$ (586,902)	\$ (235,318)	\$ (483,780)	\$ (593,499)
	ACCOUNT BALANCE			\$ 708,053	\$ 728,439
	TOTAL REVENUES			\$ 513,368	\$ 503,400
	TOTAL LIABILITIES			\$ (9,202)	\$ (10,000)
	TOTAL EXPENDITURES			\$ (483,780)	\$ (593,499)
	BALANCE (EACH YEAR)			\$ 728,439	\$ 628,340
	NET CHANGE			\$ 20,386	\$ (100,099)



1-Page Strategic Plan

S.W.O.T. Analysis

Strengths of organization	Weaknesses of organization	Opportunities to exceed plan	Threats to making plan	Trends to watch
1 Energized ED with broad skillset	1 Staff development & training, along with review process	1 5-Year Municipal Plan	1 Regional competition from other city's in the region with similar goals and objectives	1 Share of wallet opportunities - must show the "value" of the DDA
2 Strong & dedicated staff with diverse skillsets	2 Being reactive when it comes to planning and "pre-work" for events and initiatives	2 Streamline operations	2 Continued inability to motivate/engage with volunteers	2 Funding opportunities
3 Dedicated and engaged board members	3 Negative reputation as a result of a lack of communication and lack of execution	3 Grow funding - opportunity to pursue alternative funding	3 To become an entertainment district only	3 Ability to leverage / benefit from a stronger & growing Detroit
4 Current funding position	4 No clear message or strong communication strategy in place - lack of communication with residents & business owners	4 Leverage Woodward corridor	4 Loss of funding in a changing county and statewide political climate	4 Residential growth
5 Fiscal Responsibility	5 Limited # of volunteers	5 Partnerships - City, Chamber, residents, schools, etc. Strong Municipal Partner - City relationship	5 Parking structure project - Impact?	5 Changes in property values

Core Values/Beliefs <i>Forever</i>	Purpose (Why) <i>10-20 Years</i>	Targets (Where) <i>3 Years (2019)</i>	Goals (What) <i>1 year (2017)</i>	Actions (How) <i>Quarter # 1</i>	COMMITTEES
<p>Fun – a positive attitude is key to success</p> <p>Accountable – engaged and transparent in all things</p> <p>Open-minded – different ideas, thoughts, and people energize us</p> <p>Inclusive – we are welcoming and progressive</p> <p>Connectors – it is all about building collaborative relationships</p>	<p>Mission</p> <p>Work together to drive, deliver, and advance the great downtown Ferndale experience.</p>		<p>% usage of space (bus/retail)</p> <p>Square footage of Retail Space downtown</p> <p>Increase traffic during the daytime hours</p> <p>Increase # of people working in Ferndale</p> <p>X number of proposals in front of City Council</p>		<p>Other discussion items for initiatives:</p> <p>Expansion of ArtTwn - community wide, not just downtown</p> <p>Need to strengthen existing ArtTwn initiative with solid strategy / branding and strategic partners</p> <p>Align and establish focused goals that align with City Council roadmap</p> <p>Marketing - SEO / driving usage / regular updates / enews</p> <p>Create an event space for downtown Ferndale</p> <p>DESIGN COMMITTEE</p> <p>BUSINESS DEVELOPMENT COMMITTEE</p> <p>PROMOTIONS COMMITTEE</p> <p>OTHER NOTES FROM PLANNING MEETING:</p> <p>Update 2012 Capital Expense Plan - revise and make relevant</p> <p>List of what DDA is responsible for maintaining</p> <p>Add Goals to this plan - specific targets related to the initiatives</p> <p>Other 2017 Actions for future Quarters:</p> <p>Key Performance Indicators:</p> <p>Quarter 3 - present to council</p> <p>Strategic Priorities - related KPI's</p> <p>Events - related KPI's</p> <p>How many Art related projects were completed this year?</p> <p>Business Owner Survey:</p> <p>How are events impacting business?</p> <p>End of Year:</p> <p>Complete an analysis of spend related to City Council Goals</p>
	<p>Sandbox</p> <p>1</p> <p>2 Businesses, residences and other organizations within the Ferndale DDA District</p> <p>3</p> <p>4</p> <p>5 Other Key Stakeholders focused on these constituents: City of Ferndale Ferndale Chamber of Commerce</p>	<p>Key Thrusts/Capabilities <i>3 Year Priorities</i></p> <p>1 Branding & Communication: DDA value is established in the community, regular communication with multiple touch pts every year to ensure quantity and clarity of our message</p> <p>2 Established Business Resource for Ferndale District Business Owners: Clear strategy & execution of programs supporting both new & existing businesses that we facilitate with our strategic partners</p> <p>3 Value of Downtown Experience: Roadmap in place and annual execution of specific projects related to the downtown experience: beyond basic programs of flowers/aesthetics</p> <p>4 Strong & Developed Volunteer Base in Place: Growing base of strong and engaged volunteers with the right "system" in place to drive recruitment, organization and outreach</p> <p>5 Data and Plan Driven Organization: Effective use of systems, dashboards & database to drive focus, planning and analysis for events, operations and outreach <u>CRM Business database in place</u>, supporting all of the above</p> <p>Maintain and update various PLANS on a regular basis (DWTN Dev Plan / Signage Plan)</p>	<p>Key Initiatives <i>Annual Priorities</i></p> <p>1 Successfully execute a solid communication plan focused on businesses & residents in regards to the parking conditions, changes & progress on a regular basis as the parking structure initiative continues to impact commerce and general downtown conditions</p> <p>2 Develop and deliver on a strong Business Mitigation plan for local business owners - help them manage and communicate with their customers throughout the life of the parking structure initiative</p> <p>3 Establish design guidelines to drive development of codes that can later be translated into laws</p> <p>Clean and safe initiatives</p> <p>4 Continue to refine volunteer system to improve recruitment, retention and matching of volunteer skills/wants with needs/requirements of the DDA Refine "message" for outreach & matching volunteers with specific work</p> <p>5 Staff development and processes: Est. regular review & feedback systems that support staff development/training & continued skill building Data: Conduct surveys for ongoing feedback monitoring programs instituted for parking mitigation Realign strategy for Website - should be a central point of communication for business owners & residents</p>	<p>Rocks & Accountability <i>Quarterly Priorities (Who / When)</i></p> <p>1 Business Communication Strategy Restart eNews Parking Deck Fact Sheet Create communication brand</p> <p>2 Business Outreach: Complete Bus Ret "Packet" 4-Business-Retention-Committee Meetings Work with City to develop parking info</p> <p>3 Create theme & logo for construction outreach campaign Create new templates for eNews Launch first eNews Develop building design standards ordinance</p> <p>4 Library Mileage: meet with Library Chairperson Library Mileage: draft agreement Estimate costs related to capital expenditures that would impact the budget - next 3 years Headlee Roll-back: Monitor impact to revenue / budget Apply for Community Foundation Grant</p> <p>5 Develop signage for parking facilities that reflects the 2010 Signage Plan Update 2012 Development Plan - revise and make relevant Work on a program to highlight what DDA does to beautify downtown Work with City to develop construction communication tools</p>	
	<p>Elevator Pitch:</p> <ul style="list-style-type: none"> Build Awareness - Pull additional visitors and residents into the DDA District Ferndale Experience - Improvement of the downtown experience: aesthetics, parking, venues, events Business Development & Growth – We are a resource for new and existing businesses in terms of business sustainability & growth 	<p>Business Owners:</p> <p>For the business owner we provide a platform for:</p> <ul style="list-style-type: none"> Connecting you with business resources Building awareness for your business with marketing support <ul style="list-style-type: none"> Our website Social Media platforms Delivering your message (feedback, opinions) to the city and other partners with decision making authority in Ferndale 	<p>Residents:</p> <p>For residents we provide a platform that ensures:</p> <ul style="list-style-type: none"> Your unique Downtown Ferndale experience continues and thrives The atmosphere of the district and supporting infrastructure supports a great experience – streetscape, lighting, flowers, benches, etc... Your voice to is heard – opportunity for public input and engagement with the city Volunteer opportunities for you to connect, collaborate, and engage with the community 	<p>Champions:</p> <p>Branding & Communication: Mindy, Jay Business Resource: Dean, Jackie Downtown Experience: Michael, P.J. Volunteer Base: Chris Data Driven Organization: Jackie, Dave</p>	
	<p>The DDA works with all stakeholders to continuously drive, deliver, and advance the great downtown Ferndale experience, by coordinating and supporting public/private programs that promote the redevelopment and growth of Ferndale's downtown district.</p>				

**FERNDALE, MICHIGAN
2016 COMMUNITY CHECKLIST**



**MAIN STREET OAKLAND COUNTY
OAKLAND COUNTY, MICHIGAN**

INTRODUCTION

The purpose of the annual Main Street Oakland County year-end assessment visit is to recognize program accomplishments made in 2016, to provide additional consultation on addressing downtown revitalization issues, and to eliminate barriers to achieving work plan goals and activities. This assessment is not meant to be a qualitative ranking of your community's downtown revitalization and management activities in the past year and no official "report card" will be issued. Main Street communities vary considerably in their downtown revitalization priorities, financial and volunteer resources, and the scope and types of downtown revitalization activities the Main Street program decides to undertake; therefore, comparison between communities is impossible. Instead, the evaluation examines the effectiveness of the local Main Street program within its own context and circumstances and recommends a level of activity the community is prepared to undertake in the coming year appropriate to their overall goals and objectives.

During this year-end assessment, information will be collected from several sources, and may include on-site interviews with the DDA board and committee members and staff. This information will be integrated into a checklist of indicators, observations and possibly some recommendations organized around the Ten National Main Street Community Criteria which are trademarked as the basis of the National Program. The National Main Street Community Criteria and Accreditation program is intended to promote national standards of performance for established Main Street organizations and annual accreditation for those that meet those standards. These standards, developed by the National Trust Main Street Center (NTMSC), in cooperation with state, city and countywide Main Street coordinating programs, provide benchmarks and guidelines on how a Main Street revitalization program should optimally function, as well as serve as an incentive for programs to perform more effectively.

In this document the title "DDA/Main Street Manager" includes: Executive Director, Downtown Manager, Managing Director, etc.

NATIONAL MAIN STREET COMMUNITY ACCREDITATION CRITERION

- 1. Broad-based community support.**
- 2. Vision and Mission statements.**
- 3. Comprehensive Work Plan.**
- 4. Historic Preservation Ethic.**
- 5. Active Board and Committees.**
- 6. Adequate Operating Budget.**
- 7. Paid, Professional DDA/Main Street Program Main Street Manager.**
- 8. Program of Ongoing Training.**
- 9. Reporting of Key Statistics.**
- 10. Main Street Network Membership.**

THE NATIONAL MAIN STREET TRADEMARK REQUIRES COMPLIANCE WITH ALL 10 CRITERION TO BE DESIGNATED AS A NATIONALLY ACCREDITED MSOC COMMUNITY.

CHECKLIST REQUIREMENTS

For each of the accreditation criterion listed on the preceding page, please indicate “YES” or “NO” as appropriate and add additional explanation when possible. Please provide additional observations under the “Other observation” space at the end of each indicator, and use the space needed (you are not limited to the space as shown on the original copy). If you received an annual evaluation report last year, please review and comment on progress made on last year’s recommendations. Both the DDA/Main Street Manager and the DDA Board Chair must each fill out their own separate checklist.

In addition to the completed checklist, please supply the following items as digital files to Main Street Oakland County no later than two weeks in advance of the scheduled evaluation:

- Organization’s mission statement
- Organization’s vision statement
- List of board members (with members’ contact information and position)
- List of committee members (with contact information and committee he/she represents)
- Full committee work plans from prior year and current year (individual work plans for each project or event that is being worked on, not just summary pages or a list of projects and events. See Section III: Work Plans should contain measurable objectives, including timelines, budgets, desired outcomes, person responsible, # of volunteers needed, and specific volunteer responsibilities.)
- DDA Budget
- Completed annual salary and benefits survey for Main Street Manager
- Meeting schedules for the DDA Board and all committees

Please have the following available for review the day of the evaluation meetings:

- DDA Board and committee agendas and minutes

CONTACT INFORMATION

CITY/TOWN: FERNDALE

ORGANIZATION: FERNDALE DOWNTOWN DEVELOPMENT AUTHORITY

CONTACT PERSON: BARRY HICKS

MAILING ADDRESS: 300 E. NINE MILE RD., FERNDALE, MI 48220

WEBSITE: WWW.DOWNTOWNFERNDALE.COM

EMAIL: BARRY@DOWNTOWNFERNDALE.COM

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COMMUNITY CHECKLIST

I. BROAD-BASED COMMUNITY SUPPORT.

At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community — not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but *all* members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Indicators:

- A wide cross-section of the community represented on the board of directors and on committees (*as allowed under state DDA enabling legislation*)
- The DDA Main Street Program has effectively gained broad based philosophical support from the community
- Main Street Program works with municipal government to develop an understanding of and commitment to downtown revitalization.
- Works in partnership with other organizations

Other observations:

The DDA/Main Street Program follows these guidelines.

II. VISION AND MISSION STATEMENTS

A mission statement communicates the Main Street organization's sense of purpose and overall direction. The mission statement can state the method to achieve the community's vision for their downtown. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Be mindful that a vision statement *is not* a slogan. Both should be developed with broad participation by the board, committees, program volunteers, and community input.

Indicators:

- Has an appropriate written mission statement formally adopted by the board of directors.
- Has an appropriate written vision statement that shows a clear understanding of what can be accomplished through the Main Street program. The statement has also been formally adopted by the board of directors.
- Reviews the mission statement on a yearly basis for continued relevancy.
- Uses the mission and vision statements to drive the program's work plan
- Uses the mission and vision statements in public ways (press release tags, website, business cards, etc.)

Other observations:

The DDA/Main Street Program follows these guidelines.

III. COMPREHENSIVE WORK PLAN

A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and in the broader community; and provides measurable objectives by which the program can track its progress. Tasks with names of people assigned to those tasks are important.

Indicators:

- Committee goals and objectives established with the board of directors through a yearly organization retreat or work planning session
- Detailed work plans developed by the committees, not staff, with input and final approval from board of directors through a formal work planning process.
- Work plan implementation updates are presented to the board of directors on a regular basis.
- Distributes work plan activities and tasks to a broad range of volunteers and program participants
- The Committees provide input on all DDA/Main Street projects.
- The majority of work plan tasks are not assigned to DDA/Main Street Program Manager or staff.
- Contains measurable objectives, including timelines, budgets, desired outcomes, person responsible, # of volunteers needed, and specific volunteer responsibilities.
- The work plans are utilized for volunteer recruitment, sponsorship, solicitations, public relations, and business recruitment in addition to project implementation.

The work plan has a balance of appropriate activities in each of the four program areas:

- **Organization** (volunteer management and leadership development, fundraising, public relations).
- **Design** (design education, visible design projects and other streetscape improvements, incentives).

- **Promotion** (retail, special event, image).
- **Economic restructuring** (market analysis, business assistance, recruitment, property development, incentives).

Other observations:

The DDA/Main Street Program generally follows these guidelines. The Main Street Manager notes the following observations:

- *The DDA Board of Directors, representatives from all of the committees, and key staff members meet once a year for a combined Strategic Planning session in January. The Strategic plan is reviewed at that time and updates regarding progress from the previous year as well as goal setting for the upcoming year is discussed.*
- *Separate work plans for each committee are not produced – each committee is assigned projects from the Strategic Plan as they establish milestones to track progress. The Strategic Plan is updated quarterly and reported back to the DDA Board of Directors to illustrate progress.*
- *The Organization Committee is not active at this time. Volunteer recruitment is a responsibility taken on by the Board of Directors.*
- *Budgets are not assigned to specific workplans but rather to projects. For example, a project might be an event, in which case the event would be assigned a dollar amount from various budget line items depending on what is being purchased for the event.*
- *Sponsorship is sought through project opportunities, not through individual work plans. For example, an event would be sponsored to cover costs or a project such as an art installation might be sponsored by a private party.*
- *Tasks are about a 70/30 split between staff/volunteers.*

IV. HISTORIC PRESERVATION ETHIC

Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value on many levels to the community. Developing a historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes, which make it easier to develop property within the commercial district.

Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings but also the process of adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place, removing the regulatory and other barriers, which sometimes make it difficult to attract investment to historic commercial districts.

Indicators:

- The program has, or is working to put in place, an active and effective local design management program, which may include:
 - Financial incentives for design projects; i.e. façade grant program.
 - Local design assistance.
 - Access to MSOC Design Assistance Services.
 - Regulatory relief, including active use of the Michigan building rehabilitation code offers pre-construction conferences and pre-occupancy and building improvements meetings to address issues that may occur. Also works with business and building owners on specific issues with governmental offices and agencies.
 - Design review, formal or informal.
 - Other.
- The community has implemented a local historic preservation ordinance with a mandatory/advisory design review.
- The downtown District(s) and/or individual building are listed on the National Register of Historic Places (if eligible).

- More buildings are being preserved downtown than are being demolished.
- There have been significant positive changes in the appearance of downtown over the last year including appropriate façade and building rehabilitation projects, new signage and awnings; etc.
- The Main Street program encourages local planning and land use policies that will support downtown revitalization and historic preservation including a new city comprehensive plans, downtown master plan, preservation planning study, and zoning and other code revisions.
- The program builds public awareness for the district’s historic buildings and for good design through workshops and other educational and public awareness building activities.
- The program takes advantage of Main Street Oakland County design services.
- The program educates the community on historic preservation issues
- The program celebrates its unique historic assets with special activities during National Historic Preservation Month in May and throughout the year.

Other observations:

The DDA/Main Street Program generally follows these guidelines. The Main Street Manager notes the following observations:

- *There is not a designated Historic District in downtown Ferndale.*
- *The Design Committee is working with the Planning Commission to develop Design Guidelines and new Building Design Standards Ordinances. These will be meant to function in a similar fashion.*

V. ACTIVE BOARD AND COMMITTEES

Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations, which have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained. A full board that meets regularly, as stated in its by-laws, is extremely important.

Board Indicators:

- Active fundraising from the board as a whole.
- The majority of the Board actively promotes and advocates the program to the community.
- Communicating to the public with a unified voice.
- Well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes
- Has its' own bylaws and budget; is a dedicated governing body empowered to carry out Main Street's mission
- Established operating policies and procedures including communication and personnel policies.
- A local orientation session for new board members.
- Job descriptions and/or letters of commitment explaining board member roles and responsibilities.
- DDA/Main Street program operates under full autonomy to the fullest extent under Michigan state law.

- Errors and omissions insurance is provided to cover board members.

Committee Indicators:

- Have enough active members to be effective.
- Hold regularly scheduled meetings with an advance agenda that addresses the committee work plans.
- Have responsibility for the implementation of the work plan.
- Have dedicated line-item budgets.
- Communicate with each other and coordinate projects as appropriate.
- Communicate their role and activities to the community and listen to community feedback
- Conduct projects that are visible to the community.
- Job descriptions and/or letters of commitment explaining Committee member roles and responsibilities.
- Errors and omissions insurance is provided to cover committee members and volunteers.
- The majority of work plan tasks are not assigned to DDA/Main Street Manager or staff.

Other observations:

The DDA/Main Street Program generally follows these guidelines. The Main Street Manager notes the following observations:

- *The Board of Directors is encouraged to participate more actively in fund raising activities.*
- *A new Board Members Job Description/info binder needs to be developed.*
- *Tasks are about a 70/30 split between staff/volunteers.*

VI. ADEQUATE OPERATING BUDGET

In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). In addition, program budgets are likely to vary according to regional economic differences and community size.

Indicators:

- Revenue sources are varied and broad-based including the following:
 - DDA TIF
 - DDA property levy (millage)
 - Principal Shopping District (PSD) special assessment
 - Donations
 - Corporate sponsorships
 - Earned income (festivals, product sales, etc)
 - Formal membership program
 - Contract for services
 - Co-op advertising
 - Municipal support
 - Other

- Budget specifically includes revitalization of the traditional downtown commercial district.

- Adequate to achieve the program's goals and other expenses; including staff salary and fringe benefits.

- Includes the salary and fringe benefits of staff members, as well as other administrative expenses.

- Adequate to cover professional training and development and the associated travel of staff, board and volunteers.

- Revenue sources are varied and broad-based, including municipal support, membership, fundraisers, sponsorships, and product sales.
- DDA/Main Street funds are entirely devoted to projects in the DDA/Main Street district, including contractual agreements related to DDA/Main Street administration.
- There is a process for financial oversight and management by both the DDA/Main Street program and municipality.
- The treasurer (board officer position) makes regular monthly financial reports to the board
- The program is taking steps to ensure long-term financial stability.
- A contractual agreement is in place for payment of services provided by the municipality.

Other observations:

The DDA/Main Street Program generally follows these guidelines. The Main Street Manager notes the following observations:

- *The DDA has two boundaries – there is a TIF capture district which is smaller and limited to the intersection near 9 Mile Road and Woodward Avenue. The larger area extends further east and west along 9 Mile Road and north and south along Woodward Avenue, however, no TIF is captured in these areas. The DDA would be interested in working with Oakland County to expand the TIF capture area.*
- *A recent change in State Legislation with regard to library funding has cut DDA revenue by approximately \$50,000 or more per year. The DDA has taken steps to reduce costs and work with the local Library to recapture some of the funding to the extent possible. This conversation is ongoing.*
- *The City has requested that the DDA financially assist with plans to build a new parking structure. This may include communication and some services to get people around downtown during construction. This will reduce the DDA's fund balance over the next two fiscal years, but it is agreed by the Board of Directors and City Council that this is a necessity and a worthy cause.*
- *There is not a PSD in Ferndale.*

VII. PROFESSIONAL MANAGEMENT AND DEVELOPMENT

Coordinating a successful Main Street program requires a trained, professional staff person whose sole job focus is the downtown. While Main Street Managers come from a broad range of academic and professional backgrounds, the most successful Main Street Managers are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. In most instances, the Main Street Manager's position is full-time (generally 40+ hours per week). In small towns (with populations under 5,000) often without the resources to hire a full-time Main Street Manager, a part-time director is usually acceptable (generally 25+ hours per week). However, in Oakland County, part-time Main Street directors are only allowed by permission from Main Street Oakland County. Furthermore, in order to meet this criterion, Main Street Oakland County requires that the Main Street Manager be the same person who holds the same position and title of DDA Executive Director, if the program is housed within a local downtown development authority.

Date of Hire for Main Street/Organization Director: 09/2015

Indicators:

- Main Street Manager/Director is the organizations Executive Director.
- Works exclusively for the DDA/Main Street program.
- Has a salary that is consistent with those of other community and economic development professionals with the following similarities; within the locality and region, in a similar sized community, who has similar experience, longevity, and responsibilities.
- Works at least 40 hours per week (*25 for part-time managers in towns with a population of 5,000 or less*)
- Recognizes that Main Street Manager responsibilities are often the same as those in larger communities and may require more than 25 hours in communities with less than 5000 population due to the location within the metro area.
- Tracks time spent on various projects and activities.
- Makes regular monthly reports to the board of directors.
- A written job description and performance expectations are in place.

- A formal performance evaluation on an annual basis.
- New managers should receive a performance evaluation after 90 days, 6 months, and on at least an annual basis thereafter.
- Regular feedback, encouragement, and guidance throughout the year
- Adequate training and continues learning about revitalization, downtown issues, and management techniques.
- Adequate written staff management policies and procedures are in place
- Manager is bonded for financial protection in terms of DDA/Main Street budget, project bidding, invoicing and payment of DDA/Main Street's expenditures and all job responsibilities.
- Errors and Omissions Insurance is provided to cover manager.
- There is a clear chain of command for the Main Street Manager and ultimately "one boss" (the board president) that guides and directs the Main Street Manager
- The DDA Main Street Manager has been certified through the National Main Street Certification Institute.
- The DDA Main Street Manager has attended required MSOC training opportunities.
 - Main Street 101 Training, Pontiac
 - National Main Street Conference
 - Main Street Manager Orientation
 - MSOC workshops
 - Quarterly Main Street Managers Meetings

Other observations:

The DDA/Main Street Program generally follows these guidelines. The Main Street Manager notes the following observations:

- *The Main Street Manager is unable to attend all required trainings throughout the year due to time constraints and projects that require their attention.*
- *The training budget was not adequate to cover all training expenses when the new Executive Director was hired, however, more support and an adequate budget has since been supported in the last 6-9 months.*
- *The Executive Director was not evaluated after 90 days, but was at 6 months and is on a schedule at this point which involves an annual evaluation.*

VIII. PROGRAM OF ONGOING TRAINING FOR STAFF AND VOLUNTEERS

In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants — both staff and volunteers — need different skills in different phases of the revitalization process; for that reason, the skills a program’s participants learn in the program’s *catalyst phase* are rarely adequate for the *growth* or *management phases*. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. Moreover, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models. Regular attendance at Main Street Manager Meetings and the National Main Street Conference is required for Main Street Managers.

Indicators:

- Formal volunteer recruitment efforts are taking place.
- The program provides and conducts appropriate local training workshops other than MSOC-organized workshops.
- Annual recognition of volunteers through a special activity.
- One member of each MSOC Selected community (Main Street Manager, Board Member, Committee Member or volunteer) attended each MSOC Workshop/Training – this is a mandatory item.
- The majority of DDA board members and committee volunteers have attended MSOC training sessions and workshops. One member of each MSOC Selected community (Main Street Manager, Board Member, Committee Member or volunteer) must attend each MSOC Workshop/Training – this is a mandatory item.
- The program makes available and uses appropriate reference and training materials.
- The majority of board members have attended the following Main Street Oakland County training sessions:
 - Main Street 101 Training
 - National Main Street Conference
 - MSOC Workshops
 - Recognizes the need for continuing education for existing and new staff, board, and committee members.

Other observations:

The DDA/Main Street Program generally follows these guidelines. The Main Street Manager notes the following observations:

- *Annual recognition of volunteers was not taking place, however, this year the DDA and City have teamed up to host what we hope will become an annual Volunteer Recognition based event. The first one will take place in April 2017.*

- *Attendance is difficult at all required events for Board Members due to work schedules and other obligations. Board Members make every effort to attend trainings when possible. This year the Chair and a new Board Member as well as a committee member are attending the National Main Street Conference in Pittsburgh.*

IX. REPORTING OF KEY STATISTICS

Tracking statistics — reinvestment, job and business creation, and so on — provides a tangible measurement of the local Main Street program’s progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

Indicators:

- The program submits quarterly reports as specified by the MSOC program by the due dates.
- The program submits additional information as requested by the MSOC or the National Trust’s Main Street Center.
- Regularly communicates to the community at-large about the program’s success through key statistics in press releases, newsletters and special programs.

Other observations:

The DDA/Main Street Program follows these guidelines.

X. NATIONAL MAIN STREET NETWORK MEMBERSHIP.

Participation in the National Trust Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Indicators:

- The program is a current member of the National Main Street Network

- Takes advantage of resource available through membership:
 - Main Street News
 - ShopMainStreet.org
 - Online Database Resources
 - Members Directory
 - Main Street List Serve
 - Discounts
 - Quarterly E-Bulletin
 - Secure Online Contribution Pages
 - The Members on Main Program
 - Volunteer Opportunities Web Page
 - National Trust Membership List Exchange
 - Access to Insurance
 - National Trust Benefits

Membership #: 72469570

Date of Expiration 08/2017

Local concerns and issues that may impact the program:

- *Budget*
 - *Ferndale is experiencing a decline in revenues due to a Headlee Override that is being rolled back which means we loose about 2% of our revenues each year for the next five years. This is not just the DDA/Main Street Program – this is the entire City Budget.*
 - *The passage of recent State Legislation exempting library millages being exempt from DDA TIF capture means that the DDA will loose approximately \$50-\$75,000 per year in revenues. The DDA & Library are working on a resolution to this issue at this time.*
- *Downtown Maintenance – The DDA has paid for downtown maintenance for over a decade through a private third-party contractor. These services rise in cost by about 1.5% per year. With declining revenues, these services will likely have to be reduced. It is a quiet service provided in the sense that everyone sees the benefit everyday, but probably doesn't think about how it is being paid for or completed. A decline in services will be noticeable if downtown becomes dirty or unsightly.*
- *Volunteers – they are becoming more difficult to find. The ones we have are incredible and we are so fortunate to have them. It is becoming harder to find new ones as the economy improves and people have work obligations. Regardless, the DDA continues to work hard to find new volunteers.*

Additional technical assistance needed:

- *Assistance with construction of a mixed-use parking deck. Mitigation and Communication Strategies and other related insight would be extremely helpful.*
- *Retail attraction strategy for space when mixed-use parking structure is complete. How do we attract a retailer of which the community will be receptive?*