



# The City of Ferndale

## Agenda

**Monthly meeting of the DDA Board of Directors to conduct regular business. Downtown Development Authority Meeting**

**THURSDAY, MARCH 16, 2023 @ 8:00 AM**

**Ferndale City Hall**

**City Council Chamber**

**300 East Nine Mile Road**

**Ferndale, MI 48220**

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1. **Call to Order & Roll Call**
2. **Approval of Agenda** Chair asks those in favor to say, "aye", those opposed to say "no". Any member may ask for a change in the agenda to add or move an item. The entire Board must vote on the change.
3. **Community Reports** Updates from any community organizations in attendance such as the Ferndale Area District Library, representatives of other Boards and Commissions, etc. (3 minute time limit)
4. **Call to Audience** Members of the public are invited to speak on any topic. (3 minute time limit)
5. **Presentations**
6. **Consent Agenda** These items are not discussed in detail, and are voted on as a whole. Any member may ask during Approval of Agenda discussion that an item be moved from Consent to Regular Agenda. Chair asks those in favor to say, "aye", those opposed to say "no".
  - 6.a [Approval of Minutes from February 16, 2023](#)
7. **Regular Agenda** These items are discussed and voted on individually. Chair asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
  - 7.a [Approval of Triennial Budget and Workplan](#)
8. **Call to Board Members** Members are provided an opportunity to share general updates, questions, concerns, etc.
9. **Information Items from Executive Director** General updates, dates to remember, and other items from the Executive Director. Any member can request that the Director come prepared to speak on a certain topic during this portion of the meeting.
  - 9.a Award of sidewalk repair contract
  - 9.b Road construction updates

9.c Upcoming ribbon cuttings

## **10. Adjournment**



March 16, 2023

Downtown Development Authority

**CITY OF FERNDAL  
REQUEST FOR COUNCIL ACTION**

**FROM:** Lena Stevens

**SUBJECT:** Approval of Minutes from February 16, 2023

**SUGGESTED ACTION**

Approval of minutes from February 16, 2023

**Agenda Item Category**

Operational Item

**Agenda Item Deadline Date**

2023-03-13

**Item Description**

Meeting minutes are notes that are recorded during previous meetings. They highlight the key issues that are discussed, motions proposed or voted on, and activities to be undertaken.

**Item Background**

n/a

**Item Costs**

n/a

**GL#**

n/a

**CIP#**

n/a

**Additional Notes**

**ATTACHMENTS:**

[DDA Board Meeting Minutes\\_February 16, 2023.pdf](#)



**Monthly Meeting of the Downtown Development Authority (DDA) Board of Directors**  
**THURSDAY, FEBRUARY 16, 2023 @ 8:00 AM**  
**Council Chambers**  
**300 E Nine Mile, Ferndale, MI 48220**

**1. CALL TO ORDER: 8:06 AM**

MEMBERS PRESENT: Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

MEMBERS ABSENT: JeDonna Dinges

STAFF PRESENT: Lena Stevens, Executive Director; Sommer Realy, Engagement Manager

AUDIENCE: Jenny Marr, Executive Director for the Ferndale Area District Library; Joe Gacioch, City Manager; Police Chief Dennis Emmi; DRO officer Andy Roth; David Ogloza, owner of Quix Chocolate

**2. APPROVAL OF AGENDA**

*AYES* – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

*NAYS- None*

*All ayes, motion carries.*

**3. COMMUNITY REPORTS**

Ferndale Area District Library, Jenny Marr provided an update on the library's upcoming events, including a book sale and a reading by a local author. The representative also discussed the existing agreement between the library and the DDA, which expires at the end of the fiscal year. The agreement, in place for the last six years, stipulates that the library shares a portion of the tax capture with the DDA, but the library is considering not renewing the agreement. Jenny Marr explained that the library is facing budget constraints and is exploring other funding sources to support its services. The Chairperson thanked the representative for the update and expressed appreciation for the library's support of the DDA's efforts.

**4. CALL TO AUDIENCE:**

a. N/A

**5. PRESENTATIONS**

a. Regulatory Framework and Current Usage of Public Surveillance Systems in City of Ferndale  
City Manager Joe Gacioch & Police Chief Emmi, presented to the board the City of Ferndale's, established ordinance 1253 which regulates the use of public surveillance cameras, with the aim of safeguarding the privacy, liberty, and safety of the public. The ordinance intended to mitigate the potential risks posed by surveillance technologies and ensure that cameras were not employed excessively to infringe upon an individual's privacy or liberty rights. The City collaborated with its insurance provider to proactively employ surveillance for risk management purposes, with cameras viewed as a tool rather than a remedy for deterring and responding to criminal activity.

The ordinance entailed certain restrictions on camera use, such as forbid facial recognition, automatic analytics turn-off, audio recording, imposing sign requirements for cameras, and limiting access to internal cameras. Cameras were also barred from capturing any private residence or private property in the camera's field of view. Due to privacy and cost considerations, the maximum retention period for footage is around 30 days. A comprehensive list of camera locations was accessible on the City's website, and the public is encouraged to remain aware of camera placement.

Camera usage is classified into two types. Short-term use and long-term use, which is the only type employed in the city at the time. Short-term use is restricted to public property and City employee usage, with time and individual restrictions. Long-term use is geared towards deterring and responding to criminal activity, and the city does not record any footage of private residences.

As an illustration of how decisions were made to install cameras in public parks, the City Manager used the case of Geary Park. In 2016, the park experienced issues of vandalism, littering, and other disruptive behaviors that were detrimental to the park's environment and safety. Following consultation with community members and law enforcement officials, the City Council opted to install surveillance cameras in the park to deter such activities and provide evidence in the event of incidents. The cameras were installed at a cost of \$25,000. The decision to install the cameras was not without controversy, with some community members expressing concern about privacy and civil liberties. Nevertheless, the City Council believed that the advantages of enhanced safety and reduced property damage outweighed the potential drawbacks.

City Manager, Joe Gacioch stressed the importance of cameras as a tool for solving crimes, though not a flawless solution. They explained that video footage could serve as valuable evidence in court and act as a deterrent to criminal activity. The cost of installing cameras was a concern, but the installation of cameras was generally not carried out unless necessary due to high costs and public discomfort.

Police Chief Dennis Emmi spoke about the role of public surveillance in investigations of the Ferndale Police Department. He noted that technology could help overcome human bias, and cameras could be useful in situations where there were no witnesses to a crime. The 30-day retention period for video footage was deemed reasonable and noted that it was impractical to maintain footage for extended periods. They emphasized that cameras were merely one component of a larger toolset for solving crimes, which also included eyewitnesses and intelligence-driven investigations. They noted that regulations, auditing, and oversight were necessary to ensure that cameras were employed responsibly and did not breach civil liberties.

Board member, Omar George commented that private footage only captures a small portion. If a camera was in parking lot, the car would be captured. He went on to mention that facial recognition, seems the biggest concern with the public but not safety. Police Chief Emmi states it is not a silver bullet, it helps but is not the fix all, hours of footage do not always provide the imagery needed to prosecute. Metari Harris questioned, how are camera imposing, if there was security patrolling would it not be the same deterrence. If someone is watching, then it detours people from doing bad things.

City Manager, Joe Gacioch acknowledged that the use of surveillance cameras was a policy debate with concerns over too much government overreach. However, the mission was to deter and solve crime and safeguard property, and the tools required had to be employed within the confines of city policy. It was noted that a subjective number had to be demonstrated to balance the need for surveillance with available resources.

The City Manager stated that this is a priority, and the next steps include, obtaining cost estimates for alternative proactive measures including improved lighting and was also interested in exploring alternatives for activating spaces such as improved landscaping, public art, and signage.

It was stated that the city is in the middle of budget adjustments now, and cost estimates are being collected now. A community engagement event, Flock, took place on February 23 and spoke of the concerns. In addition, collecting data metric in the parking lots maybe implemented and measuring will begin.

Mayor Piana expressed support of lighting as a first step out of all the choices. Crime prevention to environmental design should be the focus and what council will ask, as well as voters. Provided warning that council hears from voters and prepares board for what to expect when lighting changes. Crime activates shift, block by block. There is not one quick great fix. This is an ongoing conversation.

City Manager, Joe Gacioch stated he would work with REEF Parking, the contracted vendor we call Park Ferndale, to see about adding additional patrol and enhance their visibility as a form of deterrence.

Executive Director, Lena Stevens spoke about the next steps. She is working with DR Officer Andy Roth on classification of criminal activity and noted a six-month report will present trends to which will be presented to the board. It is important to focus on the system as a whole and identify the location and generalized trend. Parking lots are not within the TIF district, where the board has authorization to spend funds. The DDA has taken one step and has already implemented a public art component, the annual Downtown Mural Program. Data shows what next step could be. Executive Director Stevens, states the data will show what the next steps could be and in mean time, continue to implement other options, support DRO position and then digest as a board to collaborate on how to move forward.

**b. Budget Workshop #2**

Executive Director, Lena Stevens provided a printed copy of the workplan, page three states the opportunities identified for FY24. Quarterly budget adjustments can be made if changes are needed. Items not yet listed in workplan: signage at the Dot “Phone Wallet Keys” could be replaced, cameras and or security. The workplan includes events and is connected to the budget, added late night shopping and busking music events with Ferndale Community Concert Band. Board will vote to adopt in March of 2023.

## 6. CONSENT AGENDA

### a. *Approval of Minutes from January 12, 2023*

AYES – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

NAYS- None

***All ayes, motion carries.***

## 7. Regular Agenda

### a. Election of Officers

Nominations for Officers of the Ferndale DDA Board of Directors were accepted during the regular meeting held on January 12, 2023.

The following nominated individuals were approved to serve:

Pj Jacokes: Chairperson

Sarah Brown: Vice-chairperson

JeDonna Dinges: Secretary

Omar George: Treasurer

Chair Pj Jacokes takes roll call to approve nominated candidates to serve as officers of the DDA Board of Directors.

AYES – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

NAYS – None

***All ayes, motion carries.***

### b. Adoption of DDA Board of Directors Operational Policies for Conflict of Interest, Board Member Orientation and Commitment, FY23 Training Agreement

The Executive Director, Lena Stevens presented three policies for approval: Conflict of Interest, Board Member Orientation and Commitment, and Fiscal Year 23 Training Agreement. The board members are asked to adopt these policies as their guiding policies. The policies will be signed by each board member every year and will be updated and brought for signature in January. Board chair, Pj Jacokes had made minor changes to the drafts based on edits from Omar and JeDonna. If any further changes are needed, they can be made later. The board chair plans to bring printed copies of the policies for with member signatures next month.

Motion by Sarah Brown seconded by Mayor Piana to adopt DDA Board of Directors Operational Policies for Conflict of Interest, Board Member Orientation and Commitment, FY23 Training Agreement.

AYES – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

NAYS – None

**All ayes, motion carries.**

**c. Authorization for Executive Director to Approve Downtown Concrete Repairs in an Amount Not to Exceed \$30,000.**

The Executive Director, Lena Stevens requested approval for downtown concrete repairs in an amount not exceeding \$35,000. The engineering firm, Giffles Webster, which works with the city, provided an assessment estimate of approximately \$32,000 for the work, but this was not a formal quote for the work. DPW Director, Dan Antosik is in the process of obtaining at least three quotes to ensure competitive pricing. The repairs are primarily for sidewalks and curbs along West Nine Mile, which is the stretch of downtown that had gone the longest without a streetscape update. The repairs were deemed necessary due to the past few years of harsh winters with excessive moisture, rain, and freeze-thaw cycles. The repairs were proposed as a means of catching up for the past three years, as the minor sidewalk repair of \$10,000 to \$15,000 allocated in the budget every year had not been utilized. A photo document was included, with images and notes for each repair location, which was prepared by Derek Radell, a member of the Department of Public Works staff. DPW Director, Dan Antosik is helping to organize the quotes and engineering estimates. The repairs are necessary to eliminate safety hazards and accessibility issues, although there was a larger question of who should be responsible for sidewalk repair. Some downtowns have private property owners responsible for the sidewalk in front of their locations. However, in the current situation, it was reasonable to say that the DDA has the responsibility to eliminate these safety hazards and accessibility issues.

Motion by Omar George seconded by Sarah Brown to authorize the Executive Director to enter a contract for downtown concrete repairs in an amount not to exceed \$35,000, pending review of a minimum of 3 quotes from qualified companies.

AYES – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

NAYS – None

**All ayes, motion carries.**

**d. Authorization for the Executive Director to Approve Expenses Not To Exceed \$50,000 for the Purchase Of Street Litter And Recycling Cans from Landscape Forms In Collaboration with the Department of Public Works**

The Executive Director, Lena Stevens presented a quote for \$90,000 for 30 garbage cans and 15 recycling cans, from Landscape Forms with cost of the items at \$82,520.52 and an additional fee of \$6,340.00 for shipping and handling. Grant opportunities are being researched in collaboration with the City of Ferndale's Zero Waste Coordinator, Claire Dion. \$10,000 in funding is highly likely from the Southeastern Oakland County Resource Recovery Authority (SOCRRRA). Considering these variables, the Executive Director respectfully requested authorization to approve expenses up to 50% of the full cost, to accommodate the modification needs, including customization with a little DDA plaque and potentially add-ons for cigarette butts.

It was decided to go for a 50% pairing instead of the one-on-one pairing to avoid increasing service demands for collecting recycling. Director Stevens proposed to add the city of Ferndale logo on the plaque as well, and they increased the amount to \$100,000 for the extra customization. They also explained that the sanitation department would split the cost 50/50, bringing the share down to \$50,000.



The lead time on the bins is about eight weeks, so it is suggested to order them now to hopefully have them out in spring of 2023. Director Stevens stated that the cohesion of the style of the bins from parks to downtown would be a significant benefit.

The benches that were selected are the same style as those in the park, but the color of the recycling cans has yet to be decided. The rainbow crosswalk downtown has two cans that were put in, Big Belly's, but it is uncertain if they were effective, and no further purchases were made due to their astronomical cost.

Motion by Sarah Brown seconded by Metari Harris to authorize the Executive Director to approve expenses not to exceed \$50,000 for the purchase of street litter and recycling cans from Landscape Forms in collaboration with the Department of Public Works.

AYES – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris, Toly Ashkenazi, Jerome Raska, Jess Minnick

NAYS – None

**All ayes, motion carries.**

#### **8. Call to Board Members**

Board member, Metari Harris announced she has moved her primary care to Ascension Health. She stated it has been a positive experience and loves it being so close to her business.

#### **9. Information Items from Executive Director**

Executive Director Lena Stevens provided updates and information on the following:

**a. January Expenditure Report \* NEW**

The Executive Director, Lena Stevens introduced the monthly expenditure report, which provided an easy-to-read overview of the expenses for each month. The percentage of the original budget used was also included to help assess the operation of the DDA. The expenditure report will not be mandatory to review or vote on, but it is a recommended best practice in the industry moving forward.

**b. Mural Program Application**

The Executive Director, Lena Stevens announced the Downtown Mural Program application went live on Friday, February 10. The program is open for submission until March 10, and property owners and artists can apply. To date, the program has received an overwhelming response, and less experienced artists are highly encouraged to apply if they had a unique concept. There will be an advisory board created for selecting the artists. The idea of having less experienced artists collaborate with the selected artist was also discussed. The idea of creating small murals was suggested for less experienced artists. The program coordinator is Sommer Really, DDA Engagement Manager.

**c. Let's Just Say: Story Series with GoComedy**

The meeting concluded with Director Stevens, introducing the Let's Just Say story series, an ongoing program of GoComedy! GoComedy offered to collaborate with the DDA by featuring 5 to 7 storytellers chosen to represent Downtown Ferndale in their upcoming program on March 16. The theme for this event is "HOME". The event is open to the public. Stories may not all be about

Ferndale, but the speakers will introduce themselves as downtown business owners and share a personal story. The aim is to have the audience get to know the speakers and businesses better. The GoComedy! Let's Just Say storytelling event has been going on for six years and has a supportive community of improv actors and individuals who enjoy the opportunity to support the event.

#### **10. ADJOURNMENT**

Motion by Sarah Brown seconded by Metari Harris to adjourn the meeting at 10:24 AM

*AYES* – Chair Pj Jacokes, Omar George, Sarah Brown, and Mayor Melanie Piana, Metari Harris

*NAYS* – None

***All ayes, motion carries.***



March 16, 2023

Downtown Development Authority

**CITY OF FERNDALE  
REQUEST FOR COUNCIL ACTION**

**FROM:** Lena Stevens

**SUBJECT:** Approval of Triennial Budget and Workplan

**SUGGESTED ACTION**

Recommend the Downtown Development Authority Fiscal Year 2024-2026 Budget to Ferndale City Council for Adoption

**Agenda Item Category**

Operational Item

**Agenda Item Deadline Date**

2023-03-13

**Item Description**

The DDA budget process is separate but aligned with the City of Ferndale. Annually, the Ferndale DDA Board of Directors and Executive Director recommend a budget for the next fiscal year (July – June) by submitting it to the City of Ferndale City Council as part of its annual budget adoption process. The board does not formally adopt a budget for any fiscal year until it has been approved by the City Council.

The City of Ferndale and the DDA create budgets on a 3-year timeline, called a Triennial Budget. This helps to keep the perspective that a budget does not simply impact a single year. Our work has long lasting impact on the community. A Triennial Budget covers 3 fiscal years (July-June).

DDA Workplans are new this year. The FY24 Workplan outlines the goals and activities for the Ferndale DDA in plain language, to make it easier to track progress.

**Item Background**

Documentation of all budget activity for the Ferndale DDA can be found online at [www.downtownferndale.com/about-the-dda/financials](http://www.downtownferndale.com/about-the-dda/financials)

This website includes links to previous budgets, audits, and presentations. It can be a useful resources throughout the year to review the goals set for the upcoming years.

The current budget process started with a budget workshop on 12.8.22. Previous accomplishments were discussed with the DDA Board of Directors as well as goals for the upcoming fiscal year. In January, 2023 the Executive Director presented her draft budget for review and a second workshop was held on 2.16.23.

The next step in the process is to vote to recommend that the Ferndale City Council adopt the DDA Triennial Budget as proposed.

**Item Costs**

n/a

**GL#**

n/a

**CIP#**

n/a

**Additional Notes**

**ATTACHMENTS:**

[DDA Budget Overview.pdf](#)

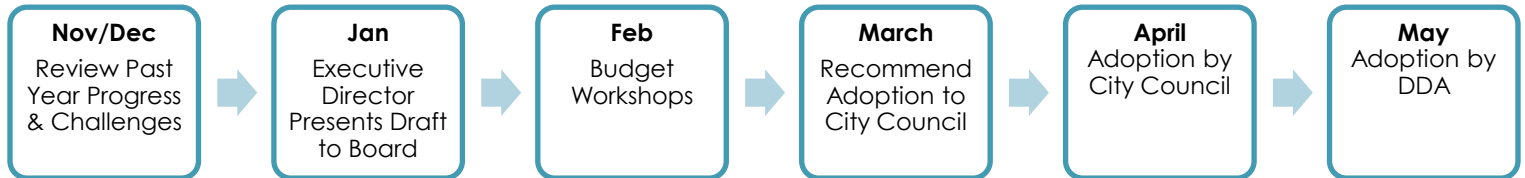
[DDA FY24 Triennial Budget.pdf](#)

[FY24 Work Plan.pdf](#)

# Budget Process

## Ferndale Downtown Development Authority

The budget process is an opportunity to evaluate the successes of the past year and look towards improvements for the coming year.



## DDA Budget Overview

The DDA budget process is separate but aligned with the City of Ferndale. Annually, the Ferndale DDA Board of Directors and Executive Director recommend a budget for the next fiscal year (July – June) by submitting it to the City of Ferndale City Council as part of its annual budget adoption process. The board does not formally adopt a budget for any fiscal year until it has been approved by the City Council. The Board may, however, temporarily adopt a budget in connection with legal requirements for any revenue bonds issued.

## How it Works

The City of Ferndale and the DDA create a budget on a 3-year timeline, called a Triennial Budget. This helps to keep the perspective that a budget does not simply impact a single year. Our work has long lasting impact on the community. A Triennial Budget covers 3 fiscal years (July-June).

## FY 23-24 Budget Development Calendar

Complete by		Task
<input type="checkbox"/>	November/December	Budget Workshop #1: Review the progress towards goals. Brainstorm projects and vision for upcoming budget cycle.
<input type="checkbox"/>	January 13	Executive Director presents draft budget to the DDA Board of Directors along with mid-year updates to the current fiscal year budget (FY22-23).
<input type="checkbox"/>	January/February	Executive Director will host virtual or in-person office hours for DDA Board of Directors to meet and ask questions one-on-one. Director will be overseas in February and the in-person board meeting will likely be canceled.
<input type="checkbox"/>	February 9	Budget Workshop #2: Review Executive Director budget and discuss final changes.
<input type="checkbox"/>	March 9	DDA votes to recommend that the City Council adopt DDA Budget.
<input type="checkbox"/>	April/May	City Council votes to adopt the Triennial Budget, including the DDA and other Agency budgets.
<input type="checkbox"/>	May	DDA votes to adopt their budget for the upcoming fiscal year.

Downtown Development Authority Budget  
DDA Budget Workshop #1 for FY 24: 12.8.22  
DDA Budget Workshop #2 for FY24: 2.9.23  
Recommended to City Council: March 2023

How to review this document:

- Highlighted columns will be presented for approval by the DDA Board of Directors. All other data is informational.
- Note that Revenue projections are merely estimates. When the Board of Directors approves the "budget", they approve the planned Expenditures for the upcoming fiscal year.
- Each year the Board of Directors votes to approve amendments to the current fiscal year's budget and the new upcoming fiscal year's budget. 2 additional years of estimates are provided to create a longer range picture. This is especially helpful for Capital Improvement Planning.
- Note that staffing estimates may change **slightly** with input from City of Ferndale staff through the budget process. Payscale for all DDA employees were set by the board in 2022 and standard cost of living and merit based raises are estimated in this spreadsheet.

Headlee Override -  
Anticipate a minimum  
25% reduction in revenues  
in FY 26 if the Headlee  
Override is not re-  
authorized by the voters.

		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY23	FY23	FY24	FY25	FY26
												PROPOSED	PROPOSED	PROPOSED	PROPOSED
		ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ORIGINAL BUDGET	ACTIVITY	Q2 Budget Adjustment	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
GL NUMBER	DESCRIPTION														
248-000-706.000	Full Time Personnel	\$118,948	\$97,385	\$132,325	\$157,413	\$151,752	\$111,052	\$119,154	\$122,267	\$127,805	\$92,314	\$135,263	\$141,346	\$134,841	\$137,200
248-000-707.000	Part-Time Personnel	\$8,243	\$12,461				\$9,179	\$9,231	\$578	\$20,700	\$0	\$5,000	\$10,000	\$5,000	\$23,963
248-000-709.000	Overtime														
248-000-714.000	Holiday Pay														
248-000-714.100	Sick Pay - Annual						\$5,478								
248-000-715.000	Social Security	\$9,325	\$8,284	\$10,004	\$11,833	\$11,401	\$10,494	\$10,000	\$9,569	\$11,380	\$7,247	\$10,534	\$11,000	\$10,315	\$10,496
248-000-716.000	Health - premiums	\$16,971	\$20,399	\$26,818	\$16,895										
248-000-716.100	Health Insurance					\$18,858	\$9,872	\$11,553	\$6,317	\$7,269		\$6,728	\$7,064	\$9,000	\$8,658
248-000-716.110	Health Insurance - EE Contribution			-\$1,676	-\$694	-\$1,023	-\$138	-\$6	-\$195	-\$360	-\$255	-\$360	-\$360	\$360	\$360
248-000-716.115	Health Insurance - Retiree														
248-000-716.150	Health Insurance Waiver						\$3,070	\$3,929	\$4,000	\$4,000	\$2,667	\$4,000	\$4,000	\$4,000	\$4,000
248-000-716.736	Health - OPEB Funding														
248-000-716.999	Health Care Clearing NEW!!														

		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY23	FY23 PROPOSED	FY24 PROPOSED	FY25 PROPOSED	FY26 PROPOSED
		ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ORIGINAL BUDGET	ACTIVITY	Q2 Budget Adjustment	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
GL NUMBER	DESCRIPTION														
248-000-717.000	Life Insurance - EE	\$97	\$112	\$213	\$318	\$290	\$150	\$194	\$266	\$269	\$202	\$269	\$269	\$211	\$277
248-000-718.000	Pension- ICMA-RC 401	\$5,540	\$3,618	\$9,050	\$10,828	\$10,157	\$7,667	\$8,218	\$8,450	\$8,873	\$6,462	\$9,359	\$9,785	\$9,438	\$9,531
248-000-719.000	Fringe Benefits			\$12,379	-\$2,974	\$3,560	\$2,312	\$7,042	-\$3,713						
248-000-721.000	Longevity														
248-000-725.000	Workers Compensation	\$760	\$736	\$704	\$1,857	\$1,775		\$0		\$866		\$866	\$866	\$866	\$866
	<b>SUBTOTAL STAFF EXPENSES</b>	<b>\$159,884</b>	<b>\$142,995</b>	<b>\$189,817</b>	<b>\$195,476</b>	<b>\$196,770</b>	<b>\$159,137</b>	<b>\$169,314</b>	<b>\$147,539</b>	<b>\$180,802</b>	<b>\$108,637</b>	<b>\$171,659</b>	<b>\$183,970</b>	<b>\$174,031</b>	<b>\$195,351</b>
248-000-730.000	Postage, Mail processing	\$92		\$48	\$13			\$0		\$500		\$500	\$500	\$500	\$500
248-000-740.000	Operating Supplies	\$37,264	\$22,280	\$34,558	\$31,947	\$27,013	\$13,567	\$2,855	\$1,918	\$3,500	\$2,961	\$5,500	\$3,000	\$4,500	\$6,000
248-000-740.248	Operating - DDA Special Projects				\$245	\$245									
248-000-747.000	Grant Activity							\$25,000							
248-000-752.000	Motor Fuel / Lubricants														
248-000-775.000	Repair & Maintenance	\$2,082	\$1,083	\$495	\$1,096	\$473		\$0	\$0	\$1,000		\$1,000	\$1,000	\$1,000	\$1,000
248-000-802.000	Audit/Actuarial Fees	\$1,000	\$1,000	\$1,000	\$1,014	\$103		\$0	\$0	\$1,200		\$0	\$0	\$0	\$0
248-000-818.000	Contractual Services	\$47,236	\$68,095	\$26,878	\$5,100	\$78,761	\$88,573	\$88,544	\$59,769	\$105,895	\$87,594	\$112,055	\$90,100	\$62,095	\$79,190
248-000-818.600	Contractual Services - Special														
248-000-853.000	Phone/Communications	\$4,596	\$2,156	\$951	\$555	\$772	\$130	\$0	\$0	\$800	\$0	\$800	\$800	\$800	\$800
248-000-853.116	Telecom - Cell Phone EE Reimb.							\$0	\$0	\$1,650	\$0	\$1,650	\$1,650	\$1,650	\$1,650
248-000-873.000	Training/Education	\$12,067	\$2,328	\$9,849	\$15,107	\$10,107	\$5,105	\$1,108	\$1,172	\$16,000	\$547	\$11,000	\$16,000	\$16,000	\$16,000
248-000-885.000	Special programs	\$50,600	\$26,882	\$20,018	\$22,612	\$20,984	\$18,235	\$38,703	\$41,283	\$46,500	\$9,573	\$27,500	\$39,000	\$39,000	\$39,000
248-000-885.500	Special Programs- Public Art					\$1,308	\$300	\$16,783	\$0	\$15,000		\$10,000	\$25,000	\$15,000	\$15,000
248-000-900.000	Printing & Publishing	\$20,053	\$4,444	\$752	\$3,252	\$8,259	\$3,218	\$13,869	\$6,607	\$24,000	\$13,088	\$20,600	\$23,600	\$23,600	\$24,600
248-000-914.000	Liability Insurance			\$1,796	\$9,527			\$0	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
248-000-920.000	Utilities	\$16,431	\$12,585	\$10,261	\$7,064	\$13,984	\$7,190	\$5,713	\$5,719	\$10,000	\$4,753	\$7,000	\$7,000	\$7,000	\$7,000
248-000-931.000	Facilities Maintenance	\$121,912	\$141,062	\$137,595	\$153,107	\$78,055	\$126,010	\$191,254	\$199,498	\$233,464	\$12,234	\$255,440	\$248,948	\$256,506	\$264,366

		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY23	FY23 PROPOSED	FY24 PROPOSED	FY25 PROPOSED	FY26 PROPOSED
		ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ORIGINAL BUDGET	ACTIVITY	Q2 Budget Adjustment	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
GL NUMBER	DESCRIPTION														
248-000-931.441	Facilities Maintenance - DPW														
248-000-940.200	Equipment Leases - Non-City owned														
248-000-942.000	Building Rental	\$27,479	\$20,840	\$1,773	\$1,974	\$1,958	\$373	\$0		\$0		\$1,500	\$3,000	\$0	\$0
248-000-943.000	Equip Rental Alloc - General Fund	\$3,901	\$1,579	\$2,740	\$546	\$248	\$874	\$0		\$600	\$0	\$600	\$600	\$600	\$600
248-000-956.000	Miscellaneous			\$428	\$758	\$7,331	\$35,366	-\$282		\$0			\$0	\$0	\$0
248-000-958.000	Memberships & Dues	\$1,525	\$2,045	\$1,148	\$722	\$1,818	\$1,845	\$675	\$675	\$3,500	\$725	\$1,500	\$2,000	\$2,000	\$2,000
248-000-961.101	General Fund Admin Allocation			\$14,422	\$16,673	\$16,508	\$18,863	\$14,912	\$16,205	\$16,000		\$23,100	\$30,800	\$30,800	\$30,800
248-000-965.100	Contributions to General Fund						\$205,000	\$0		\$90,000		\$75,000	\$525,000	\$60,000	\$60,000
248-000-965.585	Contributions to Auto Parking						\$250,000	\$55,000	\$55,000	\$55,000	\$0	\$55,000	\$55,000	\$55,000	\$55,000
248-000-968.000	Depreciation Expense	\$42,652	\$23,495	\$23,050	\$22,913	\$16,117	\$21,926	\$27,513	\$35,223						
248-000-970.000	Bad Debt														
248-000-974.000	Public Improvements			\$10,820	\$4,815	\$12,500	\$6,000	\$0		\$0			\$0	\$0	\$0
248-000-977.000	Capital Outlay	\$5,191				\$4,785	\$4,424	\$26,101	\$41,335	\$47,500	\$324	\$62,000	\$66,500	\$6,500	\$6,500
248-000-977.115	Printing and Scanning Devices					\$157									
248-000-996.000	Interest Expense														
	<b><i>SUBTOTAL NON STAFF EXPENSES</i></b>	<b><i>\$394,081</i></b>	<b><i>\$329,874</i></b>	<b><i>\$298,582</i></b>	<b><i>\$299,040</i></b>	<b><i>\$301,486</i></b>	<b><i>\$806,999</i></b>	<b><i>\$507,749</i></b>	<b><i>\$466,204</i></b>	<b><i>\$673,909</i></b>	<b><i>\$133,599</i></b>	<b><i>\$673,545</i></b>	<b><i>\$1,141,298</i></b>	<b><i>\$584,351</i></b>	<b><i>\$611,806</i></b>



		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY23	FY23	FY24	FY25	FY26
												PROPOSED	PROPOSED	PROPOSED	PROPOSED
		ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ORIGINAL BUDGET	ACTIVITY	Q2 Budget Adjustment	PROPOSED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET
GL NUMBER	DESCRIPTION														
TOTAL EXPENDITURES		\$553,965	\$472,869	\$488,399	\$494,516	\$498,256	\$966,137	\$677,063	\$613,743	\$854,711	\$242,236	\$845,204	\$1,325,268	\$758,382	\$807,157
REVENUES		\$641,951	\$618,391	\$536,071	\$556,103	\$649,561	\$696,012	\$786,816	\$642,248	\$697,956		\$697,956	\$731,547	\$762,219	\$621,590
EXPENDITURES		\$553,965	\$472,869	\$488,399	\$494,516	\$498,256	\$966,137	\$677,063	\$613,743	\$854,711		\$845,204	\$1,325,268	\$758,382	\$807,157
NET OF REVENUES/APPROPRIATIONS - FUND 248		\$87,986	\$145,522	\$47,672	\$61,587	\$151,305	-\$270,125	\$109,753	\$28,505	-\$156,756		-\$147,249	-\$593,721	\$3,836	-\$185,567
BEGINNING FUND BALANCE		\$389,071	\$652,312	\$797,831	\$845,505	\$907,092	\$1,058,398	\$788,270	\$898,023	\$926,528		\$926,528	\$779,280	\$185,559	\$189,395
FUND BALANCE ADJUSTMENTS		\$175,255								-\$156,756		-\$147,249	-\$593,721	\$3,836	-\$185,567
ENDING FUND BALANCE		\$652,312	\$797,834	\$845,503	\$907,092	\$1,058,398	\$788,273	\$898,023	\$926,528	\$769,773		\$779,280	\$185,559	\$189,395	\$3,828

Fund balance for FY23 and beyond are estimates only

## FY24 Work Plan

**Having a work plan is like having a roadmap for success - it helps you stay organized, on track, and focused on achieving your goals. Without a plan, you may find yourself spinning your wheels and not making any progress. As we approach Fiscal Year 24, which spans from July 1, 2023, to June 30, 2024, we invite you to peruse the outlined plans and support us in tracking our performance.**

### Why Have a Work Plan?

A work plan is important for a downtown development authority (DDA) because it helps to ensure that the organization is focused and coordinated in its efforts to promote economic development and revitalization in the downtown area. It also ensures that the City of Ferndale or other organizations understand the key priorities for each year and can collaborate with the DDA to achieve success.

The goal of having a well-crafted work plan is to:

- **Clearly define goals and objectives:** A work plan can help a DDA to clearly define its goals and objectives, as well as the specific actions that will be taken to achieve these goals. This can help to ensure that everyone involved in the DDA is working towards the same objectives and can help to prevent misunderstandings or conflicting priorities.
- **Organize and prioritize tasks:** A work plan can help a DDA to organize tasks and activities into a logical sequence and can help to identify which tasks are most important or need to be completed first. This can help to ensure that the DDA is making progress towards its goals and that resources are being used effectively.
- **Allocate resources:** A work plan can help a DDA to identify the resources that will be needed to achieve its goals, such as funding, staff time, and equipment. This can help to ensure that the DDA has the necessary resources to carry out its work and can help to prevent delays or setbacks.
- **Track progress:** A work plan can help a DDA to track progress towards achieving its goals by setting specific milestones and timelines. This can help to identify any areas where progress is not being made as expected and can allow the DDA to adjust as needed.

## **Our Vision for The Future**

The DDA's goals and objectives are short term, long term and often far reaching, planning for change as far as 20 years into the future. Every year, the DDA reviews where it has been, what it has accomplished, what projects need work, and what new projects need to get added to the list.

**Mission:** Work together to drive, deliver, and advance the great downtown Ferndale experience.

**Vision:** A lively downtown with a mixture of uses that supports our community at all times of the day that is sustainable and forward-thinking.

### **Core Values:**

- Fun – maintain a positive attitude is our key to success.
- Accountable – stay engaged and transparent in all undertakings.
- Open-Minded – different ideas, thoughts, and people energize us.
- Inclusive – we are welcoming and progressive.
- Connectors – we believe in establishing and maintaining a relationship with our collaborative partners.

### **Key Initiatives:**

- Branding & Communication – establish the value of the DDA in the community through regular communication with multiple touch points throughout the year.
- Business Resource – bring awareness of programs supporting both new and existing businesses that we facilitate with our partners.
- Value of the Downtown Experience – execute projects that enhance the user experience while visiting our downtown.
- Volunteer Base – grow our base of engaged volunteers with the right 'system' in place for recruitment and outreach. (If you are interested in volunteering, click on the 'volunteer' link at the top of this page!)
- Plan Focused and Data Driven – effective use of systems to drive focus for planning and analysis and keep plans up to date.

### **Opportunities Identified for FY24**

- a. Engage with developers for new and upcoming projects. Help communicate any construction related delays to the public.
- b. Finalize the Woodward Moves outreach strategy and promote the new design.
- c. Collaborate with City of Ferndale to initiate a design process for Withington alley and parking lot.
- d. Contribute fund balance to West Nine Mile Streetscapes. Alternatively, begin planning for construction in FY25.
- e. Provide business training opportunities, potentially in conjunction with a partner organization such as TechTown.
- f. Renewed focus on training and education for DDA Board of Directors and staff.
- g. A new focus on modern graphic design and more print materials.
- h. Finalizing the overhaul of downtown street furniture and add more seating areas.
- i. Pedestrian alley improvements to create more engaging spaces for pedestrians. Potentially a focus on lighting.
- j. Create engagement events that encourage foot traffic to come back to Downtown Ferndale.
- k. Encourage use of The dot parking structure and increase engagement between Park Ferndale and downtown businesses.
- l. Continue to streamline landscaping and maintenance efforts with the City of Ferndale Department of Public Works.
- m. Continue to foster collaboration with the City of Ferndale and other organizations.
- n. Increase contributions/sponsorships/grants.
- o. Complete first round of the annual mural program.
- p. Create monthly crime report with the Downtown Resource Officer to be presented to the DDA Board of Directors.
- q. Update marketing material located inside The dot parking structure.

### **Transformation Strategies**

This workplan is guided in part by the Main Street Approach. Recently National Main Street has made three key changes to the Main Street Approach: 1) emphasis on transformation strategies that are generated through community engagement and informed by market analysis, 2) a flexible organizational framework that allows for different ways of organizing revitalization work, and 3) a focus on periodic re-examination to measure progress and fine-tune strategies. These changes are intended to guide revitalization efforts and demonstrate the wise use of resources to achieve real results.

The proposed Transformation Strategies for the Ferndale DDA are based on planning documents such as the Possibilities Plan and the 2012 Development/TIF Plan, as well as annual planning conversations that occur during the budget process between the Executive Director, the DDA Board of Directors, and the Ferndale City Council. As the organization progresses, space can and should be made to rethink these strategies and ensure they continue to push for meaningful change.

Strategy	Description	Example Activities
<b>Improve Organizational Resiliency</b>	Our goal is to improve organizational resiliency by ensuring the DDA is a strong organization that can remain consistent through leadership changes. To achieve this, we will document existing policies, procedures, and programs in a clear, easy-to-understand format to ensure standardization across all processes and increase engagement.	<ul style="list-style-type: none"> <li>- Annual workplans</li> <li>- Budget process policy</li> <li>- Conflict of interest policy</li> <li>- Training policy</li> <li>- Historical documentation</li> <li>- Formalize operational agreements with City of Ferndale</li> <li>- Special events policy &amp; calendar</li> <li>- Create a consistent voice for outreach materials (website, newsletter, social media)</li> </ul>
<b>Care for Existing Resources</b>	The highest priority item in the Possibilities Plan was 'Increase maintenance of existing assets.' This is a foundational element that is essential for the success of the Ferndale DDA. By prioritizing items that are failing, and creating a consistent look and feel, the DDA can ensure that the area remains attractive and inviting for visitors and residents alike. Additionally, regular maintenance can help to extend the life of existing assets, reducing the need for costly replacements in the future.	<ul style="list-style-type: none"> <li>- Identifying items for standardization (benches, bike racks, hanging baskets, etc)</li> <li>- Gathering feedback from City departments and businesses</li> <li>- Identifying areas underserved by current streetscape furniture</li> <li>- Removing failing infrastructure</li> <li>- Creating a maintenance plan that serves as a living document.</li> </ul>
<b>Increase Engagement with Public Art</b>	Public art in downtown areas can be a powerful tool for creating a sense of community and pride. It can also be a source of inspiration and a way to bring people together to celebrate the unique culture of a city. From murals to sculptures, public art can be a powerful way to make a statement and bring life to a downtown area.	<ul style="list-style-type: none"> <li>- Before adding additional art pieces, pieces that are outdated or in failing condition should be identified for removal or replacement.</li> <li>- Artwork should be spread more equally throughout the District and not concentrated to the Downtown center.</li> <li>- Murals and overhead lighting or canopies present the best opportunity to activate the pedestrian experience as they take little to no space in the right-of-way.</li> <li>- Larger, iconic pieces of art may be more appropriate at specific sites along the corridor such as transit stops or pocket parks to define the public space.</li> </ul>

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**Placemaking**

Create a sense of community and a unique identity for Downtown Ferndale. By actively shaping the public spaces in downtown, community members and local organizations can work together to create places that are welcoming, vibrant, and functional. This can help to attract residents, businesses, and visitors to the area, which can in turn drive economic development and revitalization. Placemaking can also help to create a sense of belonging and social connectedness among community members, which can improve overall quality of life.

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- Create and activate public gathering space
- Improve pedestrian experiences
- Activate alleys
- Improve lighting
- Create uniform policies

## Key Initiatives for FY24

### I. Strategies and Actions

#### a. Financial

- i. Increase contributions/sponsorships/grant revenue

#### b. Documentation

- i. Continue creating templates to document DDA policies, procedures and programs.
- ii. Present policies to the board for approval.
- iii. Implement a timeline for annual review of all documentation, especially those that require commitment or action from the DDA Board of Directors.

#### c. Planning and Construction Communication

- i. Engage with developers for new and upcoming projects. Help communicate any construction related delays to the public and participate in any City of Ferndale procedures as necessary to support development that fits the Possibilities Plan.
- ii. Finalize the Woodward road construction project communication project.
- iii. Collaborate with City of Ferndale on capital planning efforts such as Withington alley and parking lot design and West Nine Mile Road.
- iv. Pedestrian alley improvements to create more engaging spaces for pedestrians. Potentially a focus on lighting.
- v. Contribute DDA fund balance to West Nine Mile Streetscapes. Alternatively, begin planning for construction in FY25.

#### d. Formalize Policies with City of Ferndale

- i. Engage with the City of Ferndale ordinance committee as required/needed for issues such as outdoor patios.
- ii. Executive Director to increase collaboration through attendance at meetings, events with City of Ferndale staff. Adherence to City of Ferndale policy can be a helpful tool to professionalize operations.

#### e. Replace Failing Streetscape Infrastructure

- i. Replace all streetscape furniture to create a cohesive, standard aesthetic.
- ii. Explore replacing all garbage and recycling cans.
- iii. Explore adding more seating areas similar to the one near Affirmations, potentially using grant funding.

#### f. Create an Engaging, Updated Slate of Downtown Events

- i. Events should prioritize live music, and use of open space.
- ii. Events should feel inclusive for a variety of audiences.
- iii. All events will be seen as an opportunity to learn and improve engagement with downtown businesses.

- g. **Finalize First Round of the Downtown Mural Program.**
    - i. Implement the first annual program for publicly funded murals.
    - ii. Create a public art walking tour and/or web page to document existing art collection in downtown.
  - h. **Continue to Build the Downtown Ferndale Voice**
    - i. Continue to build engagement on social media, reaching younger audiences that are currently missing.
    - ii. Create and implement and more comprehensive advertising strategy.
    - iii. Implement a new focus on professional graphic design and develop some print materials for advertising purposes.
  - i. **Professional development and training**
    - i. Provide business training opportunities, potentially in conjunction with a partner organization such as TechTown.
    - ii. Encourage staff development and continuing education.
    - iii. Ensure each Board of Directors member participates in annual training and feels empowered to lead the DDA into the future.
  - j. **Volunteer Recruitment & Engagement**
    - i. Communicate the importance of volunteering with Vision Committee to the public and recruit new volunteers.
    - ii. Present DEI initiative of the Vision Committee to the DDA Board of Directors.
    - iii. Engage volunteers in more in-person events. Explore creating information tents at larger events, etc.
  - k. **Diversity Equality Inclusion (DEI)**
    - i. Continue to implement "low hanging fruit" DEI efforts at the staff level.
    - ii. Communicate with Board of Directors about more comprehensive DEI strategy.
    - iii. Launch survey to gain statistical information on the diversity of the business community
    - iv. Launch Meet Your Neighbor series with intent to introduce a diverse group of business owners to the community.
- II. Timelines and Milestones**
- a. TBD once Key Initiatives are approved by the DDA Board of Directors
- III. Resources and Budget**
- a. Footnotes are created in the City of Ferndale accounting software BS&A to document funding allotted for specific programs.
  - b. A copy of the Footnotes Budget Report will be attached when this workplan is finalized. Not every goal/tasks has an assigned footnote, but many do.



## Events/Promotions for 2023 Calendar Year

### a. Year Long Campaigns

- PATIO Zone
- Ferndale Dollars eGiftcards
- Ribbon Cuttings
- Woodward Moves and other road construction

### b. Monthly Promotions/Awareness Focus

Using awareness days and monthly observances can be a powerful tool for amplifying important messages while signaling the values of Downtown Ferndale (inclusivity, diversity, entrepreneurship, etc)

### c. Monthly Meetings

- First Tuesday @ 11 AM - Ferndale Business Beat Meetings
- First or Second Tuesday @ 6 PM - Vision Committee (DDA volunteer committee)
- First Thursday @ 8 AM - DDA Board Meetings

### d. Calendar Events

- Downtown Mural Project  
Applications due March 10, murals complete by late August
- "Let's Just Say: HOME", Speaker series at GoComedy!  
Thursday, March 16 from 730 PM to 9 PM @ ((GoComedy!))
- Social media training for businesses  
April
- Spring flower/plant sale on West Troy  
May 20
- Juneteenth concert in Schiffer Park (tentative pending collaboration with City of Ferndale)  
June 18th
- Nine on Nine summer concert series at Schiffer Park
  - Sundays from July 9 – September 3
- Art Stroll and unveiling of Public Mural Project  
September date TBD

- Downtown Double Feature (Movie Night) on West Troy  
October 13
- Trick or Treat Downtown  
October 28
- Jingle & Mingle (led by City of Ferndale, with DDA support)  
Saturday & Sunday, 18 & 19
- Late Night Shopping  
November 2, 9, 16, 30  
Thursday nights from 5 PM to 9 PM – Late
- Winter Holiday Event TBD  
December 2

**e. Ideas in the Works**

- The Story of Us: Downtown Ferndale Business Features focusing on the rich diversity of small business ownership in our community
- Historical walking tour/barcrawl in collaboration with the Ferndale Historical Society
- Busking Nights with the Ferndale Concert Band
- Downtown info tents at some events
- Promotional banners across Nine Mile at Woodward
- Light pole banners