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Rochester Downtown  
Development Authority

Downtown Collaboration Studio  
431 S. Main Street  
Rochester, MI 48307  
248.656.0060  
DowntownRochesterMI.com

**Regular Meeting Agenda  
Wednesday, January 17, 2024, 7:00 pm  
Rochester Municipal Building, 400 Sixth Street**

1. Call to Order
2. Roll Call
3. Approval of Meeting Minutes – December 13, 2023
4. Audience Comments
5. Liaison Reports
  - A. City Council – Marilyn Trent
  - B. Chamber of Commerce – Lisa Swiftney
  - C. Historical Commission – Don Sienkiewicz
  - D. Principal Shopping District – Kristi Trevarrow
6. General Business Agenda Items
  - A. Social District Discussion – Kristi Trevarrow
  - B. Infrastructure Sub-Committee Report – Ben Giovanelli
  - C. FYE 2025 Goals & Objectives Meeting – Ben Giovanelli
  - D. End of the Year Recap – Kristi Trevarrow
  - E. Budget Sub-Committee Volunteers – Ben Giovanelli
  - F. Main Street Oakland County Accreditation Visit – Kristi Trevarrow
7. Receipt of Regular Reports
  - A. Executive Director Update
  - B. Events & Marketing Update
  - C. Financial Report for DDA
  - D. Business Development Committee
  - E. Site Development Committee
8. Miscellaneous

**The Goals & Objectives Meeting of the Rochester DDA will be held on Wednesday, January 24, 2024.  
The next regular meeting of the Rochester DDA will be held on Wednesday, February 21, 2024.**

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Downtown Development Authority  
Regular Meeting Minutes

Wednesday, December 13, 2023  
Rochester Municipal Building, 400 Sixth Street  
7:00 p.m.

1) Call to Order

The regular meeting of the Downtown Development Authority Board of Directors was called to order by Vice Chairman Tony Lipuma at 7:00 p.m.

2) Roll Call

Board Members Present:	<b>Bob Bloomingdale, Lisa Germani Williams, Erik Diana, Paul Haig, Tonia Carsten, Tony Lipuma</b>
Board Members Absent:	Chairman Ben Giovanelli, Mayor Stuart Bikson, Roger Knapp
Council Liaison Present:	Marilyn Trent
Chamber Liaison Absent:	Lisa Swiftney
Historical Commission Liaison Present:	Don Sienkiewicz
PSD Liaison Present:	Paul Haig
DDA Executive Director Present:	Kristi Trevarrow

3) Approval of Meeting Minutes

Regular Meeting Minutes – October 18, 2023

Motion By:	Erik Diana to approve the October 18, 2023 Regular Meeting Minutes as presented.
Second By:	Lisa Germani Williams
In Favor:	All
Opposed:	None
Motion Passed	

4) Audience Comments

5) Liaison Reports

A. City Council

Marilyn Trent highlighted the following from the November 27, 2023 and the December 11, 2023 City Council meetings:

- New and current council members were sworn in;
- Council presented the Michigan Municipal Treasurers Association Professional Recognition in Municipal Excellence (PRIME) award to Anthony Moggio;

## DRAFT

- The 333 E. Third Street Rewold project received Special Project and Site Plan approval;
- A draft of the 2024-2028 Parks and Recreation Master Plan was presented. There was a lot of public input. The final draft will be considered for approval at the City Council's meeting on December 18, 2023 following a few modifications based on public input.

### B. Chamber of Commerce

### C. Historical Commission

Don Sienkiewicz stated that the Commission is planning for the distribution of the Founders Day coloring books to second graders throughout Rochester. Founders Day will be celebrated on March 10, 2024. The Commission is also planning the 2024 Heritage Festival. Mr. Sienkiewicz shared that there was a recent article in Community Lifestyles regarding the historical plaques and the posters downtown. As a result of the article, five new plaques have been ordered.

### D. Principal Shopping District

Kristi Trevarrow provided a recap of the holiday events. At the most recent meeting, the PSC prepared for its 2024 Goals & Objectives meeting. The PSC discussed the Frost Festival, to be held on January 19-20, 2024. The event will be presented to City Council for approval at their next meeting.

## 6) General Business Agenda Items

### A. Economic Development Update

City Manager Nik Banda commended staff on their great work for all the recent downtown events. Additionally, he thanked MDOT for allowing the closure of Main Street for Lagniappe, and the donors for the fireworks. There were approximately 35,000-50,000 people downtown for the event. The downtown businesses have reported a 30-40% increase in sales over last year. Caroling in the City was also a great success.

Mr. Banda provided an update on the following:

- Bitter Tom's
- Saint 1881
- Café 316
- Randazzo's Walnut & 1<sup>st</sup> Street project
- Rewold's project in the gravel parking lot in front of their headquarters
- LoChirco's project at the old cement plant
- Bridge abutment project
- Apartment development along the river
- The elevator project
- Schneider's project at N. Main
- Dr. Atallah's building
- Good Realty
- Christie's Realty (@properties)
- Moon River Soap Company
- Collision shop and cleaner's property

## DRAFT

- DDA alley improvements
- MDOT rebuilding of N. Main – project anticipated 2024/2025
- Brick work on the facades
- Silver Spoon
- EGLE and grant updates
- School administration building

### B. Front Porch Project Grant Update

Kristi Trevarrow provided an update on grant funding for the Front Porch Project from Oakland County. MSOC has been working with the Board of County Commissioners. The Board of County Commissioners approved \$5 million of the leftover ARPA funding to be spread across the thirteen Oakland County communities that had submitted projects for the MDEC grant funds. Rochester's share will be \$910,000.00. Projects must be completed and the funds expended by December 31, 2026. The funds must be used specifically for the Front Porch Project. It was the consensus of the Board to place this item on the agenda for the 2024 Goals & Objectives meeting.

### C. Holiday Events Update

Kristi Trevarrow provided an update on the following Holiday events:

- Holiday Expo;
- Festival of Trees;
- Lagniappe;
- The Big, Bright Light Show;
- Plaid Friday;
- Small Business Saturday;
- Cookie Stroll;
- Neighborhood Light Fight;
- Snowman Stroll;
- Kris Kringle Market;
- Caroling in the City;
- Pancakes & PJs.

Ms. Trevarrow also shared information at the suggestion of Council woman Salvia regarding state and national recognition for the Big, Bright Light Show.

### D. Set Date for Goals & Objectives

The next regular meeting of the DDA is January 17, 2024. The Goals & Objectives meeting will be held on January 24, 2024 at 7:00 p.m.

### E. Save the Date – Main Street Oakland County Annual Accreditation Visit

Main Street Oakland County has scheduled its annual accreditation visit for Wednesday, February 7, 2024. More details will be provided soon.

## 7) Receipt of Regular Reports

### A. Executive Director Update

#### **Snowman Stroll – December 1-31, 2023**

The snowmen are out and are receiving rave reviews! They will be on display through December 31, 2023.

**4<sup>th</sup> Annual Neighborhood Light Fight**

This year’s event features five teams – Alice in Winterland, Holiday on Helen, Lights on Ludlow, Rudolph’s Helpers (First Street), and Wesley Wonderland. A map is provided in the packet.

**Frost Festival**

Oakland County will no longer be hosting the Fire & Ice Festival. The PSD is working on a replacement event called the Frost Festival. The event will include ice sculptures, an ice carving competition, live ice carvings, and marshmallow roasting and a shopping event.

**Wall Street Journal**

Main Street America referred a reporter from the Wall Street Journal to downtown Rochester. The WSJ was looking for a downtown that bucks the current national small business trends. They were looking for a town that has created an environment for independently owned businesses to thrive, as well as a district that is still seeing in-person shopping. A photographer was in town during the Kris Kringle Market to photograph downtown, interview business owners and film The Big, Bright Light Show. The article is slated to run before Christmas. A link to the article will be forwarded when available.

B. Events & Marketing Update

EVENTS

**Lagniappe – November 20, 2023**

Lagniappe was once again a great success! MDOT approved the closure of Main Street, and the street was filled. Santa & Mrs. Claus made an appearance on stage at the crosswalk of West 4<sup>th</sup> Street. Santa was sponsored by Viviano Flower Shop. The lights turned on at 7:00 p.m., followed by fireworks sponsored by Forest Ridge Apartments, Frank Rewold & Sons, and Soave Enterprises.

**Plaid Friday/Small Business Saturday – November 24 & 25, 2023**

Shoppers texted in a copy of their receipts for a chance to win a \$500 Downtown Rochester Shopping spree. There were 245 entries, total \$17,201.33. Shoppers who entered shopped at 49 different downtown Rochester businesses. The winner was from Troy, MI.

**Frost Festival – January 19 & 20, 2024**

After many years of partnership with Oakland County, they have decided to no longer continue hosting the Fire & Ice Festival with downtown Rochester. The Promotions Committee has decided to host a smaller event with similar winter elements called Downtown Rochester Frost Festival. Activities will include ice sculptures throughout town, a live carving competition on Saturday, marshmallow roasting with the Lions’ Club, and a shopping promotion.

PROMOTIONS

**Kris Kringle Market**

The 16<sup>th</sup> annual Kris Kringle included 36 local vendors, mulled wine and beer in the warming tent, visits with Santa, entertainment and so much more. New vendors this year included The Peacock Room of Detroit, CLAYCO ceramics, The Spice and Tea Exchange, and Editions BK. Despite the weather conditions on Friday, there was a lot of positive

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feedback and the crowds were consistent. The commemorative mugs were all sold by 4:00 p.m. on Saturday. Donations to RARA and RAYA will be made from the proceeds of the alcohol sales. Staff will be evaluating the possibility of expanding the market next year.

***In Town Magazine***

The holiday edition of the *In Town* magazine has been sent out to over 43,000 homes in the area, as well as distributed to downtown businesses.

**Channel 7 Live Remotes**

WXYZ was in town last month filming live remotes. Participants included Fox Chevrolet, Front Door Medspa, O'Connor's Public House, The Spice & Tea Exchange, Rochester Mills, mi State of Mind, Essbe, Bizzy Buzz Artisan Market, and Dance on Main.

**Drink Local**

Drink Local is live now through December 31, 2023. Over seventeen cocktails and beverages will be highlighted.

**Social Media**

With a lot of events and promotions to share on our social media pages in the past month, we have seen an uptick in activity. Followership is up 9.8% in the past 30 days. However, with the creation of more video content, we have been able to reach over 245k (up 46.5%), with 382,854 impressions.

C. Financial Report for DDA

The Revenue and Expenditure Report for period ending 11/30/2023 for Fund 494, Downtown Development Authority was included in the packet.

D. Business Development Committee

E. Site Development Committee

8) Miscellaneous

Seeing no further business, Chairman Giovanelli adjourned the meeting at 8:07 p.m.

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Date Approved

Susan McCullough

## **6A. Social Districts Discussion**

The Executive Committee would like to start the discussion of establishing a social district downtown. Attached is the information on social districts from the State. If the Board would like to move forward, the next steps would be to invite City Attorney Kragt to our next regular meeting to review the process.



**Michigan Liquor Control Commission (MLCC)**  
Constitution Hall, 2<sup>nd</sup> Floor, 525 W. Allegan St, Lansing, MI 48933  
P.O. Box 30005, Lansing, MI 48909  
866-813-0011 – [www.michigan.gov/lcc](http://www.michigan.gov/lcc)

### **Social District Permit Information For Local Governmental Units**

Pursuant to MCL 436.1551, the governing body of a local governmental unit may designate a Social District within its jurisdiction. Qualified licensees whose licensed premises are contiguous to the commons area within the Social District, and that have been approved for and issued a Social District Permit, may sell alcoholic liquor (beer, wine, mixed spirit drink, spirits, or mixed drinks) on their licensed premises to customers who may then consume the alcoholic liquor within the commons area of the Social District.

If a non-profit organization requests a Special License for a location within a Social District commons area, the governing body of the local unit of government shall delineate the portion of the commons area to be utilized exclusively by the Special Licensee and the portion of the commons area to be used exclusively by Social District permittees. The Special License applicant must submit documentation from the local governmental unit, including a clear diagram, with its application.

The term commons area is defined by MCL 436.1551(8)(a):

*"Commons area" means an area within a social district clearly designated and clearly marked by the governing body of the local governmental unit that is shared by and contiguous to the premises of at least 2 other qualified licensees. Commons area does not include the licensed premises of any qualified licensee.*

The term qualified licensee is defined by MCL 436.1551(8)(c):

*"Qualified licensee" means any of the following:*

- *A retailer that holds a license, other than a special license, to sell alcoholic liquor for consumption on the licensed premises. (This includes the following license types: Class C, Tavern, A-Hotel, B-Hotel, Club, G-1, G-2, Brewpub.)*
- *A manufacturer with an on-premises tasting room permit issued under section 536.*
- *A manufacturer that holds an off-premises tasting room license issued under section 536.*
- *A manufacturer that holds a joint off-premises tasting room license issued under section 536.*

A list of all licensees, sorted by county and local governmental unit, may be found on the MLCC website.

The governing body of a local governmental unit may designate a Social District pursuant to MCL 436.1551 under the following conditions:

- Designate a Social District that contains a commons area, as defined in MCL 436.1551(8)(a).
- Establish local management and maintenance plans, including hours of operation, for a commons area.
- Define and clearly mark with signs the designated commons area.
- A governing body of a local governmental unit shall not designate a Social District that would close a road unless the governing body receives prior approval from the road authority with jurisdiction over the road.
- The governing body shall maintain the commons area in a manner that protects the health and safety of the community.



- The governing body may revoke the designation if it determines that the commons area threatens the health, safety, or welfare of the public or has become a public nuisance. Before revoking the designation, the governing body must hold at least 1 public hearing on the proposed revocation. The governing body shall give notice as required under the open meetings act of the time and place of the public hearing before the public hearing.
- The governing body shall file the designation or revocation of the Social District with the MLCC.

Before applying to the MLCC for a Social District Permit, a qualified licensee must first obtain approval from the governing body of the local governmental unit. A fillable resolution for this approval is part of the Social District Permit Application (LCC-208).

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### **Filing the Designation of a Social District with the MLCC**

A local governmental unit must file the following items with the MLCC when designating a Social District:

- A copy of the resolution passed by the governing body designating the Social District and commons area.
- A copy of the management and maintenance plans, including the hours of operation, established by the local governmental unit for the Social District and commons area.
- A diagram or map that clearly shows the boundaries of the Social District and commons area. Please indicate the name, address, and location of the qualified licensees that are contiguous to the commons area on the diagram or map.

**Submit the items above to:**

**By Mail: Michigan Liquor Control Commission - P.O. Box 30005 - Lansing, MI 48933**

**By Fax: (517) 763-0059**

**By Email: [mlccrecords@michigan.gov](mailto:mlccrecords@michigan.gov)**

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***Additional sections of the Liquor Control Code for a local governmental unit to consider when establishing a Social District or commons area within a Social District:***

**[MCL 436.1915](#) - Possessing or consuming alcoholic liquor on public highway or in park, place of amusement, or publicly owned area; authority of local governmental unit or state department or agency to prohibit possession or consumption of alcoholic liquor; definitions.**

(1) Alcoholic liquor shall not be consumed on the public highways.

(2) Except as provided in subsections (3) and (4), alcoholic liquor may be possessed or consumed in public parks, public places of amusement, or a publicly owned area not licensed to sell for consumption on the premises.

(3) The governing body of a local governmental unit may prohibit by ordinance, order, or resolution the possession or consumption of alcoholic liquor in any public park, public place of amusement, or publicly owned area that is owned or administered, or both, by that local governmental unit. When land is leased from a department or agency of this state, an ordinance, order, or resolution adopted pursuant to this subsection shall be subject to the approval of the department or agency.

(4) A department or agency of this state that administers public lands may prohibit by rule, order, or resolution the possession or consumption of alcoholic liquor on the public land under its jurisdiction.

(5) As used in this section:

(a) "Local governmental unit" means a county, city, township, village, or charter authority.

(b) "Publicly owned area" means an area under the jurisdiction of a local governmental unit.

**MCL 436.1913(1), (2), & (5) - Prohibited conduct; unlicensed premises or place; unlawful consumption of alcoholic liquor; exceptions; construction of section; "consideration" defined.**

(1) A person shall not do either of the following:

(a) Maintain, operate, or lease, or otherwise furnish to any person, any premises or place that is not licensed under this act within which the other person may engage in the drinking of alcoholic liquor for consideration.

(b) Obtain by way of lease or rental agreement, and furnish or provide to any other person, any premises or place that is not licensed under this act within which any other person may engage in the drinking of alcoholic liquor for consideration.

(2) A person shall not consume alcoholic liquor in a commercial establishment selling food if the commercial establishment is not licensed under this act. A person owning, operating, or leasing a commercial establishment selling food which is not licensed under this act shall not allow the consumption of alcoholic liquor on its premises.

(5) As used in this section, "consideration" includes any fee, cover charge, ticket purchase, the storage of alcoholic liquor, the sale of food, ice, mixers, or other liquids used with alcoholic liquor drinks, or the purchasing of any service or item, or combination of service and item; or includes the furnishing of glassware or other containers for use in the consumption of alcoholic liquor in conjunction with the sale of food.



Michigan Department of Licensing and Regulatory Affairs  
Liquor Control Commission (MLCC)  
Constitution Hall – 525 W. Allegan - Lansing, Michigan 48933  
Toll-Free 866-813-0011 • [www.michigan.gov/lcc](http://www.michigan.gov/lcc)

Updated December 6, 2023

## **Local Governmental Units That Have Established Social Districts**

The following is an ongoing list of local governmental units (city, village, township, county) that have established a Social District under [MCL 436.1551](http://MCL 436.1551).

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### **Allegan County**

- Allegan City
- Douglas City
- Fennville City
- Otsego City
- Plainwell City
- Saugatuck City
- Wayland City

### **Alpena County**

- Alpena City

### **Antrim County**

- Central Lake Village

### **Barry County**

- Hastings City

### **Branch County**

- Coldwater City

### **Bay County**

- Bay City

### **Berrien County**

- Bridgman City
- Buchanan City
- Niles City
- St. Joseph City

### **Calhoun County**

- Battle Creek City
- Marshall City

### **Charlevoix County**

- Boyne City
- East Jordan City
- St. James Township

### **Crawford County**

- Grayling City

### **Emmet County**

- Petoskey City

### **Hillsdale County**

- Hillsdale City

### **Houghton County**

- Houghton City

### **Ingham County**

- Lansing City
- Leslie City
- Webberville Village
- Williamston City

### **Iosco County**

- Oscoda Township

### **Jackson County**

- Jackson City

### **Kalamazoo County**

- Kalamazoo City
- Vicksburg Village

### **Kent County**

- Ada Township
- Cedar Springs City
- East Grand Rapids City
- Grand Rapids City
- Grandville City
- Lowell City
- Rockford City
- Sparta Village

### **Lapeer County**

- Lapeer City

### **Lenawee County**

- Adrian City
- Blissfield Village
- Clinton Village
- Morenci City
- Tecumseh City

### **Livingston County**

- Brighton City
- Howell City

### **Macomb County**

- Center Line City
- Mt. Clemens City
- New Baltimore City
- St. Clair Shores City

### **Manistee County**

- Manistee City

### **Marquette County**

- Marquette City
- Negaunee City



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Updated December 6, 2023

## **Local Governmental Units That Have Established Social Districts**

The following is an ongoing list of local governmental units (city, village, township, county) that have established a Social District under [MCL 436.1551](http://mcl.michigan.gov/436.1551).

### **Mason County**

- Ludington City
- Scottville City

### **Midland County**

- Midland City

### **Monroe County**

- Dundee Village
- Monroe City

### **Montcalm County**

- Greenville City

### **Muskegon County**

- Montague City
- Muskegon City
- Whitehall City

### **Newaygo County**

- Newaygo City

### **Oakland County**

- Berkley City
- Clarkston City
- Clawson City
- Farmington City
- Ferndale City
- Holly Village
- Lake Orion Village
- Novi City
- Oak Park City
- Oxford Village
- Pontiac City
- Royal Oak City
- South Lyon City
- Wixom City

### **Oceana County**

- Hart City

### **Osceola County**

- Reed City

### **Otsego County**

- Gaylord City

### **Ottawa County**

- Coopersville City
- Grand Haven City
- Holland City
- Hudsonville City
- Spring Lake Village
- Zeeland City

### **Sanilac County**

- Lexington Village City

### **Schoolcraft County**

- Manistique City

### **Shiawassee County**

- Owosso City

### **St. Clair County**

- Marine City
- Port Huron City

### **St. Joseph County**

- Sturgis City
- Three Rivers City

### **Van Buren County**

- Lawton Village
- South Haven City

### **Washtenaw County**

- Ann Arbor City
- Chelsea City
- Dexter City
- Manchester Village
- Milan City

### **Wayne County**

- Belleville City
- Dearborn City
- Grosse Pointe City
- Grosse Pointe Park City
- Northville City
- Trenton City
- Wyandotte City

### **Wexford County**

- Cadillac City

**6B. Infrastructure Sub-Committee Report**

Chairman Giovanelli will provide a report on the recent Infrastructure Sub-Committee Meeting. The meeting agenda and packet are attached.



## City of Rochester

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400 Sixth Street  
Rochester, MI 48307  
P: (248) 733-3700  
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[www.rochestermi.org](http://www.rochestermi.org)

# Asset Management Committee Meeting

Agenda 1/5/2024

**Committee Members:** Nancy Salvia (Mayor Pro-Tem), Christian Hauser (City Council Member), Ben Giovanelli (DDA Representative), and Roy Konieczny (Citizen Representative)

**City Staff Members:** Alek Mizikar (Director of Public Works), Nik Banda (City Manager), Anthony Moggio (Finance Director), Marcy Moriwaki (Deputy Finance Director), Jason Dickinson (Public Works Superintendent), Cory Bendick (Water Foreman), Aseel Putros (AEW Engineering), Michael Leuffgen (DLZ Engineering), and Laura Gruzowski (DLZ Engineering)

**Agenda:**

- 1) Future Project Map Discussion
  - a. DDA complete road reconstruction projects
  - b. Non-DDA complete road reconstruction projects
  - c. East side curb replacement
  - d. Mill and Fill
  - e. Sanitary/Storm Sewer Open Cut Projects
  - f. Parking Lots/Decks
- 2) Misc.
- 3) Set meeting date for February 2024

**Committee Purpose:**

The purpose of the Asset Management Committee is to regularly review rate structures and city asset conditions in order to organize and implement capital improvement plans for all city owned assets in a cost-effective manner so as to maximize the return on investments through a triple bottom line analysis protecting city finances, the residents of Rochester, and the natural environment.



## City of Rochester

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400 Sixth Street  
Rochester, MI 48307  
P: (248) 651-9061  
F: (248) 651-2624  
[www.rochestermi.org](http://www.rochestermi.org)

### MEMORANDUM

Date: January 4, 2024  
To: Asset Management Committee Members  
From: Alek Mizikar, Director of Public Works  
Subject: January 5, 2024, Meeting Memo

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#### **DDA Total Road Reconstruction Projects (staff priority list):**

1. 4<sup>th</sup> Street – Rochester Rd to Water St
2. Water Street – University Dr to 3<sup>rd</sup> St
3. East Street – University Dr to 3<sup>rd</sup> St
  - a. East University Drive – Rochester Rd to Water St
4. Walnut Blvd – University Dr to 1<sup>st</sup> St
5. 3<sup>rd</sup> Street – Pine St to 2<sup>nd</sup> St

Cost estimates are located on the attached map.

#### **Non-DDA Total Road Reconstruction Projects (staff priority list):**

1. Ironwood Drive – Northern point of public road to Oakwood Drive
2. 1<sup>st</sup> Street – McGregor Elementary to Mill St
3. Romeo Road – Rochester Rd to Letica Dr

Cost estimates are located on the attached map.

#### **East Side Curb Replacement:**

After much discussion on this topic, city staff have decided on a slightly different approach to concrete curb replacement on the east side of town. We believe that it would be most cost effective to couple this project with road mill and fill work in order to create a better outcome for the residents. This method would involve only doing curb replacement on roads we plan to do mill and fills during the same year. Also, instead of doing many sections of 3' areas, we will focus on compromised areas near driveways (doing the entire width of the driveway) and longer stretches of compromised curb not by driveways. Having longer stretches of replacement will hopefully be more cost effective for the contractor and will prevent us from having a similar situation to what happened this past summer.

#### **Road Mill and Fill:**

City staff would like to focus our mill and fill efforts on the east side of town while planning more total road reconstructions on the west side of town. In your packet is a map showing estimated costs of mill and fills for roads having a PASER rating of 5 or 6.

**Sanitary/Storm Sewer Open Cut Projects:**

This past summer we completed the CIPP lining of various sections of sanitary and storm sewer that had shown signs of minor deterioration. Next fiscal year we are budgeting **\$140,000** to complete open cut replacements of other various sanitary and storm locations that show sign of major compromise. These areas were identified by the sewer televising that was done over the past couple years. The year after the open cut repairs are complete we will budget for more televising to be done on sewers that have not been examined yet.

**Parking Lots:**

In your packet is a table with estimated costs for all city parking lot reconstruction or mill and fills. Last summer the city did a seal coat and many of the downtown lots to help prolong their life until either a total reconstruction or mill and fill can take place. Also in your packet is a map of all parking lots in the downtown area.

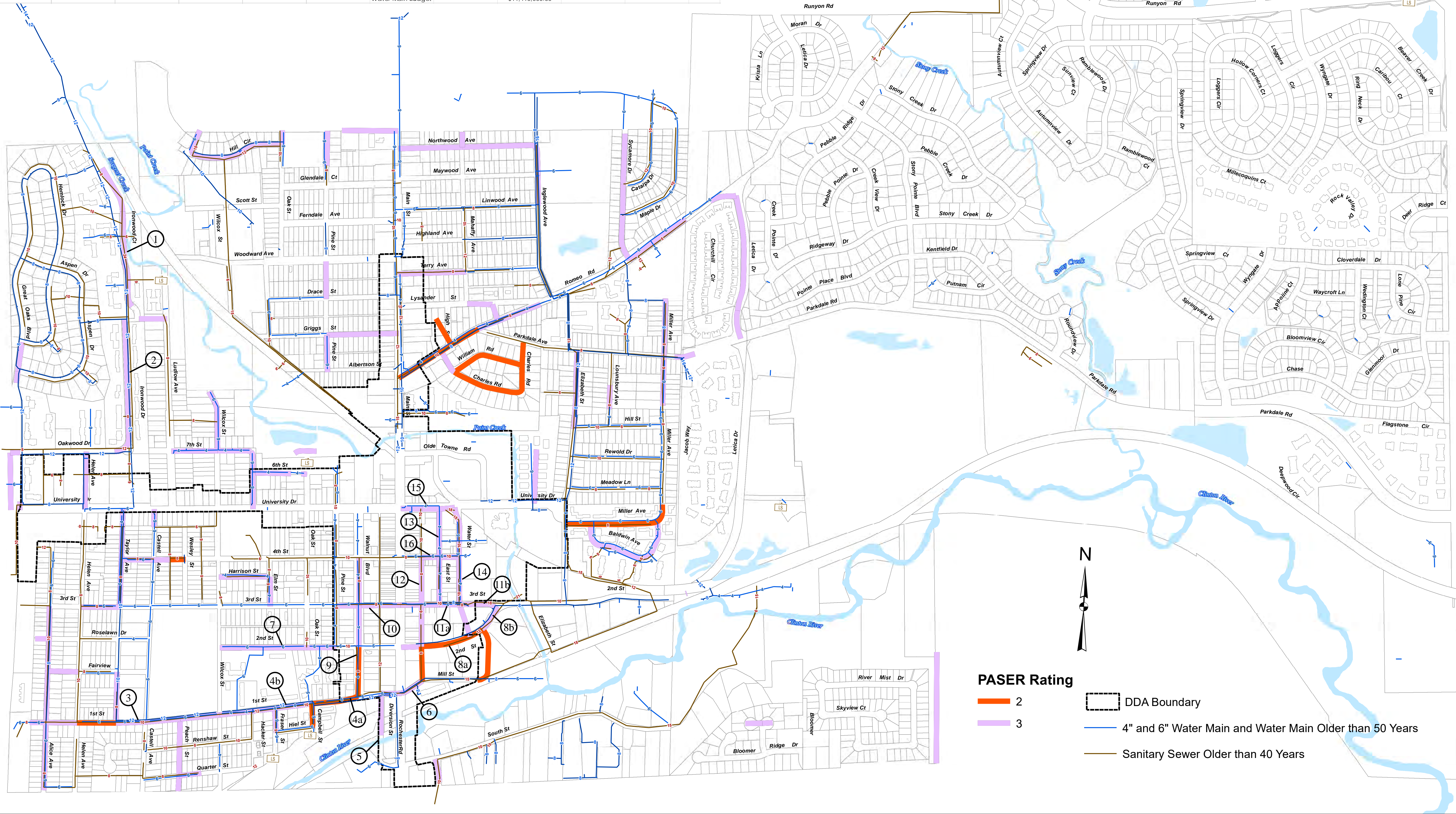
**Proposed Bridge Maintenance (Road and Pedestrian):**

AEW engineering has been working with city staff to put together plans for road and pedestrian bridge maintenance work. The bulk of the road bridge work will be concrete repair and joint resealing. The pedestrian bridge work being proposed is the removal and replacement of the horizontal boards on the bridges in the Municipal Park and Dinosaur Hill, and concrete repair and joint sealing on the remaining pedestrian bridges. The estimated construction cost for road bridge maintenance is \$190,000 and the estimated construction cost for park pedestrian bridge maintenance is \$185,000. This project is budgeted for this year, and we would like to go out for bid this winter to have the work completed in the spring.



ID	Road Name	From	To	Length	Water Main Construction Cost	Storm Sewer Construction Cost	Paving Over WM Construction Cost	Paving Construction Cost	Total Construction Cost	Total Cost
<b>DDA District</b>										
4a	1st St.	DDA Limit	Walnut Blvd	250	\$25,000.00	\$30,000.00	\$100,000.00	\$95,000.00	\$250,000.00	\$330,000.00
5	Diversion St.	Bridge	1st St.	430		\$85,000.00		\$345,000.00	\$430,000.00	\$560,000.00
6	Mill St.	West Main St. Alley	East Main St. Alley	460	\$90,000.00		\$184,000.00	\$186,000.00	\$460,000.00	\$600,000.00
8a	E 2nd St.	Main St.	DDA Limit	770	\$155,000.00	\$200,000.00	\$308,000.00	\$107,000.00	\$770,000.00	\$1,000,000.00
9	Walnut Blvd	4th St.	1st St.	1400	\$280,000.00	\$420,000.00	\$560,000.00	\$2,100,000.00	\$3,360,000.00	\$4,370,000.00
10	W 3rd St.	Pine St.	Main St.	550	\$110,000.00	\$100,000.00	\$220,000.00	\$120,000.00	\$550,000.00	\$720,000.00
11a	E. 3rd St.	Main St.	DDA Limit	560	\$115,000.00		\$224,000.00		\$560,000.00	\$730,000.00
12	East Main St. Alley	4th St.	Mill St.	1400	\$60,000.00	\$500,000.00		\$840,000.00	\$1,400,000.00	\$1,820,000.00
13	East St.	E University Dr.	E 3rd St.	970	\$195,000.00	\$50,000.00	\$388,000.00	\$337,000.00	\$970,000.00	\$1,260,000.00
14	Water St.	E University Dr.	E. 3rd St.	1000	\$200,000.00	\$100,000.00	\$400,000.00	\$300,000.00	\$1,000,000.00	\$1,300,000.00
15	W University Dr.	Main St.	Water St.	550	\$100,000.00	\$100,000.00	\$220,000.00	\$900,000.00	\$1,320,000.00	\$1,720,000.00
16	E. 4th	Main St.	Water St.	550	\$100,000.00	\$100,000.00	\$220,000.00	\$405,000.00	\$825,000.00	\$1,070,000.00
<b>DDA District Total</b>					<b>\$1,430,000.00</b>	<b>\$1,685,000.00</b>	<b>\$2,824,000.00</b>	<b>\$5,956,000.00</b>	<b>\$11,895,000.00</b>	<b>\$15,480,000.00</b>
<b>Non- DDA District</b>										
1	Ironwood Ct	Ironwood Dr.	End of Road (north)	1470	\$300,000.00	\$260,000.00	\$588,000.00	\$322,000.00	\$1,470,000.00	\$1,910,000.00
2	Ironwood Dr.	Ironwood Ct.	Oakwood Dr.	1420	\$300,000.00	\$355,000.00	\$568,000.00	\$197,000.00	\$1,420,000.00	\$1,850,000.00
3	1st St.	School	Wilcox St.	1930	\$300,000.00	\$400,000.00	\$772,000.00	\$458,000.00	\$1,930,000.00	\$2,510,000.00
4b	1st St.	Wilcox St.	DDA Limit	1170	\$125,000.00	\$150,000.00	\$468,000.00	\$427,000.00	\$1,170,000.00	\$1,520,000.00
7	W 2nd St.	Wilcox St.	Pine St.	1180	\$235,000.00	\$30,000.00	\$472,000.00	\$443,000.00	\$1,180,000.00	\$1,530,000.00
8b	E. 2nd St.	DDA Limit	3rd St.	340	\$65,000.00	\$80,000.00	\$136,000.00	\$59,000.00	\$340,000.00	\$440,000.00
11b	E. 3rd St.	DDA Limit	2nd St.	340	\$60,000.00	\$80,000.00	\$136,000.00	\$64,000.00	\$340,000.00	\$440,000.00
<b>Non DDA District Total</b>					<b>\$1,385,000.00</b>	<b>\$1,355,000.00</b>	<b>\$3,140,000.00</b>	<b>\$1,970,000.00</b>	<b>\$7,850,000.00</b>	<b>\$10,200,000.00</b>
<b>Total</b>					<b>\$2,815,000.00</b>	<b>\$3,040,000.00</b>	<b>\$5,964,000.00</b>	<b>\$7,926,000.00</b>	<b>\$19,745,000.00</b>	<b>\$25,680,000.00</b>

Road and Storm Budget \$14,260,000  
Water Main Budget \$11,410,000



**PASER Rating**

- 2
- 3

- DDA Boundary
- 4" and 6" Water Main and Water Main Older than 50 Years
- Sanitary Sewer Older than 40 Years

REFERENCE SHEET NUMBER  
**Index**

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**City of Rochester**

**Road Reconstruction Project Locations**



<b>ANDERSON, ECKSTEIN AND WESTRICK, INC.</b> CIVIL ENGINEERS, SURVEYORS, ARCHITECTS 1500 W. 10th St., Rochester, MI 48306 Phone: 248-282-1100 Fax: 248-282-1101 www.aewi.com	DRAWING DATE:	1/4/2024
	DRAWING SCALE:	NTS
	PROJECT NO.:	0270-0173
	DRAWING FILE:	RoadProjects.mxd
PLOT DATE:	1/4/2024	
PLOT SCALE:	NTS	
PLOT CONFIG:		
ATTACH XREF:	NONE	
	DRAWN BY:	JMM/JGS
	CHECK BY:	AAP



**FY Project**

- ▬▬▬ 2023 DWSRF Program
- ▬ 2023 Mill and Fill Program
- ▬ 2024 Mill and Fill Program
- ▬ 2025 Mill and Fill Program
- ▬▬▬ 2026 Main St. Reconstruction
- ▬ 2026 Mill and Fill Program

**2023 Project Costs**

- DWSRF - \$811,707
- Mill and Fill - \$531,000
- TOTAL COST - \$1,342,707**

**2024 Project Costs**

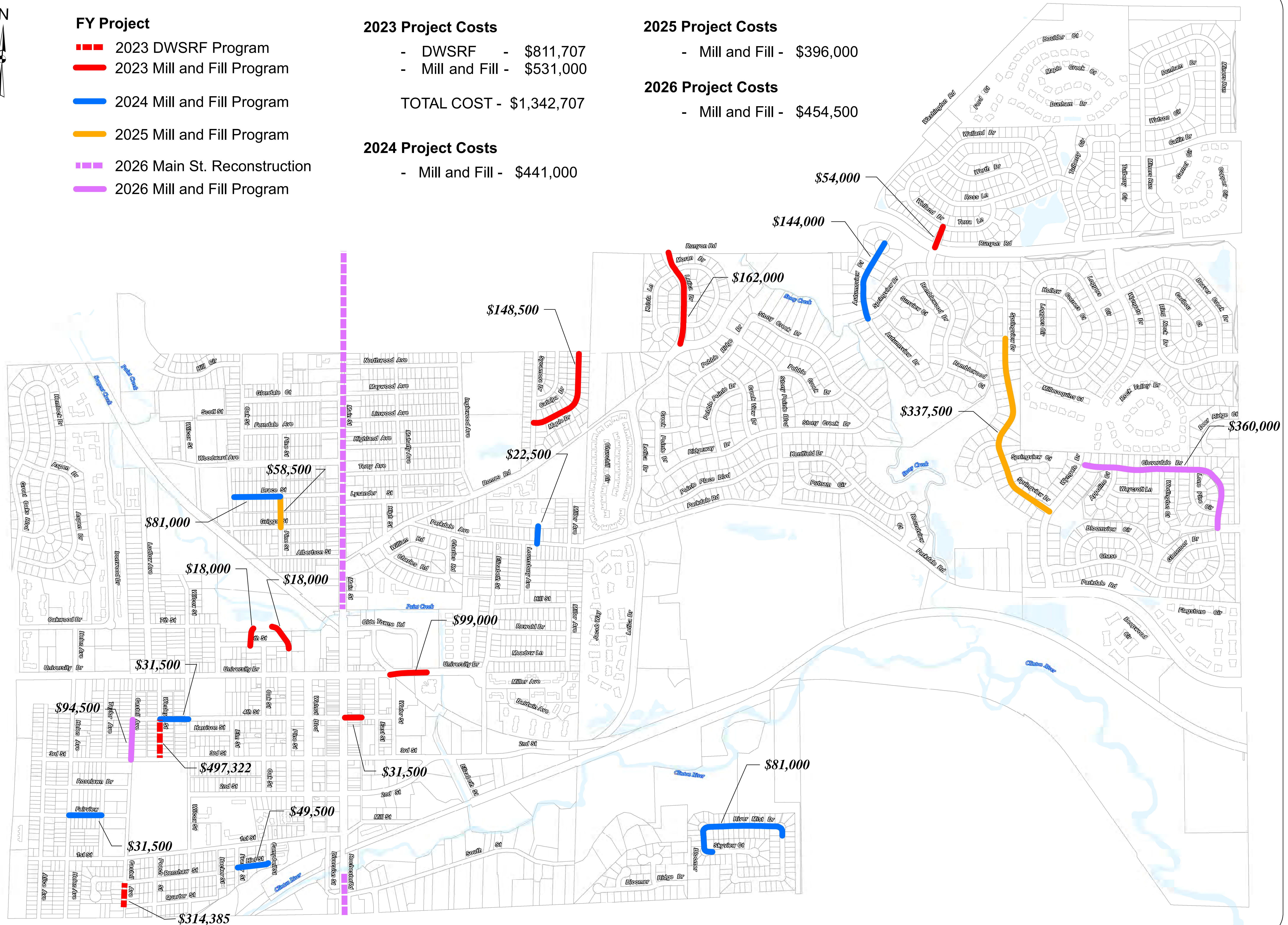
- Mill and Fill - \$441,000

**2025 Project Costs**

- Mill and Fill - \$396,000

**2026 Project Costs**

- Mill and Fill - \$454,500



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*City of Rochester*

2023 - 2026 DWSRF and  
3" Mill and Fill Project Locations

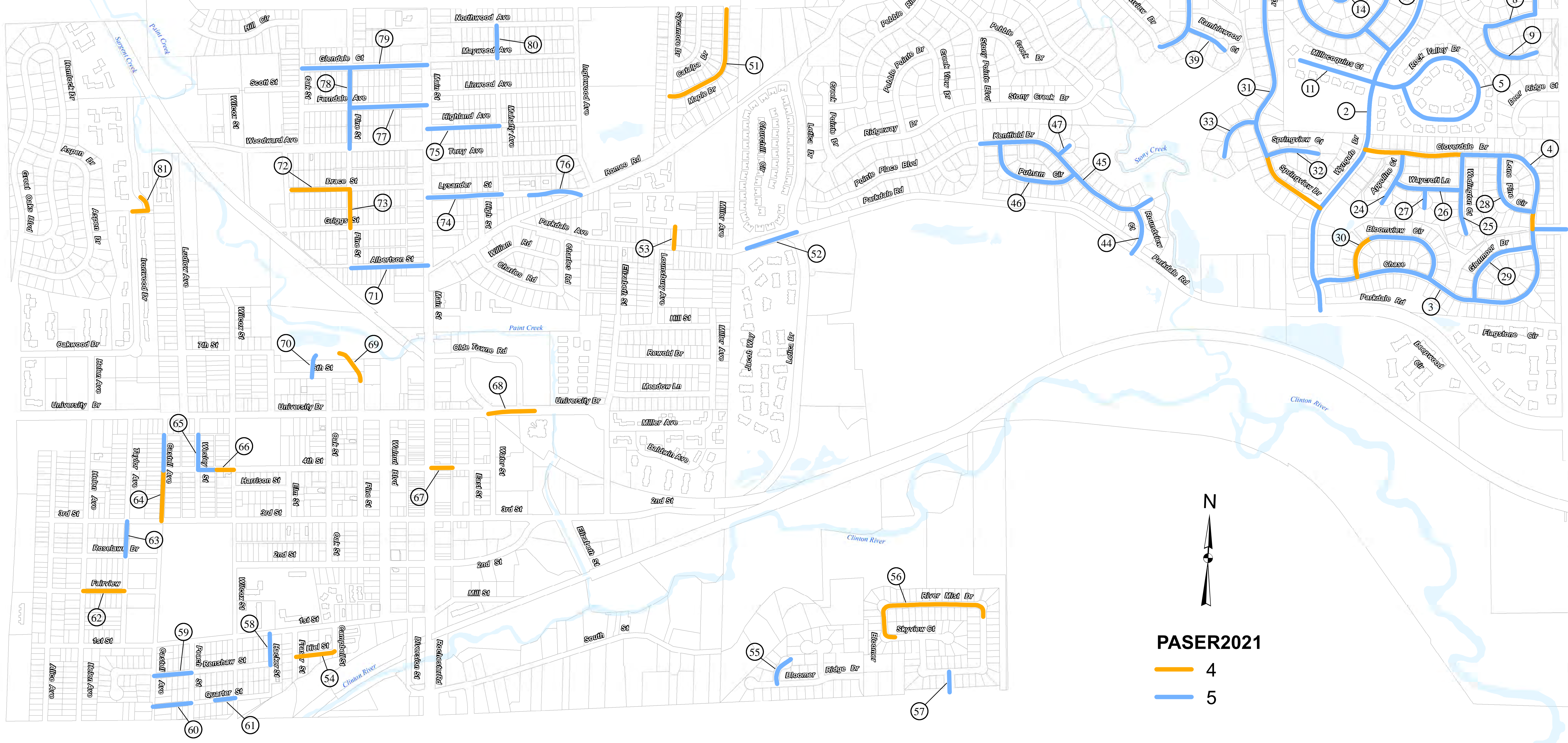


ANDERSON, ECKSTEIN AND WESTRICK, INC. ARCHITECTS  
CIVIL ENGINEERS SURVEYORS  
1515 W. WASHINGTON ST. ROCHESTER, MI 48063  
PH: 248.283.8879 FAX: 248.283.8878

PLOT DATE:	1/25/2023	DRAWING DATE:	1/25/2023
PLOT SCALE:	NTS	DRAWING SCALE:	NTS
PLOT CONFIG:		PROJECT NO.:	0270-0173
ATTACH XREF:	NONE	DRAWING FILE:	RoadTrj.ctb
		DRAWN BY:	JMM
		CHKD BY:	AJP

### Street Repair Summary

ID	Road	From	To	3" Mill and Fill	ID	Road	From	To	3" Mill and Fill
1	Ryunon	Dequindre	East of Ramblewood	\$ 405,000.00	42	Autumnview Ct.	Springview Dr.	Autumnview Dr.	\$ 144,000.00
2	Wyngate Dr.	Ryunon	Parkdale	\$ 675,000.00	43	Ryunon Rd.	South Washington Rd.	North Washington Rd.	\$ 43,000.00
3	Chase	Dequindre	Wyngate	\$ 405,000.00	44	Roundview Dr.	Parkdale Rd	Kenfield Dr.	\$ 112,500.00
4	Gloverdale	Chase	Wyngate	\$ 360,000.00	45	Roundview Dr.	Stoney Pointe Blvd	Stoney Pointe Blvd	\$ 247,500.00
5	Rock Valley Dr.	Wyngate	Wyngate	\$ 369,000.00	46	Putnam Cir	West Kenfield Dr.	East Kenfield Dr.	\$ 144,000.00
6	Caribou Ct.	Ring Neck Dr.	Caribou Ct.	\$ 139,500.00	47	Duncan Ct.	Kenfield Dr.	Duncan Ct.	\$ 45,000.00
7	Beaver Creek Dr.	Wyngate	South Ring Neck Dr.	\$ 270,000.00	48	Leticia Dr.	East of Runyon Rd.	Stoney Pointe Blvd	\$ 162,000.00
8	Ring Neck Dr.	Snowy Owl Ct.	Beaver Creek Dr.	\$ 108,000.00	49	Moran Dr.	North Leticia Dr.	South Leticia Dr.	\$ 180,000.00
9	Snowy Owl Ct.	Ring Neck Dr.	Snowy Owl Ct.	\$ 99,000.00	50	Krista Ln.	Leticia Ct.	Krista Ct.	\$ 108,000.00
10	Ring Neck Dr.	Beaver Creek Dr.	Caribou Ct.	\$ 54,000.00	51	Maple Dr.	Sycamore Dr.	1406 Maple Dr.	\$ 148,500.00
11	Millecoquins Ct.	Wyngate Dr.	Millecoquins Ct.	\$ 112,500.00	52	Parkdale	711 Parkdale	Leticia Dr.	\$ 126,000.00
12	Beaver Creek Dr.	Wyngate Dr.	Loggers Cir.	\$ 76,500.00	53	Plote St.	Parkdale Rd	First Speed Bump on Plote	\$ 22,500.00
13	Loggers Cir.	Beaver Creek Dr.	Wyngate Dr.	\$ 675,000.00	54	Hiel St.	Fraser St	Campbell St.	\$ 49,500.00
14	Hollow Corners Ct.	Loggers Cir.	Hollow Corners Ct.	\$ 211,500.00	55	Bloomer Ridge Ct.	Bloomer Ridge Dr.	Bloomer Ridge Ct.	\$ 40,500.00
15	Catlin Dr.	Dequindre	Tulberry Cir.	\$ 261,000.00	56	River Mist Dr.	1037 River Mist Dr.	North to 980 River Mist Dr.	\$ 81,000.00
16	Miners Run	Ryunon Rd.	East Xing Catlin Dr.	\$ 585,000.00	57	Windridge Ct.	Bloomer Rd	River Mist Dr.	\$ 40,500.00
17	Garnet Ct.	Catlin Dr.	Garnet Ct.	\$ 90,000.00	58	Hacker St.	1st st	Renshaw St.	\$ 27,000.00
18	Dunham Dr.	Washington Rd.	East Miners Run	\$ 436,500.00	59	Renshaw St.	S Castelle Ave	Peach St.	\$ 31,500.00
19	Maple Creek Ct.	Dunham Dr.	Maple Creek Ct.	\$ 180,000.00	60	Quarter St.	S Castelle Ave	Peach St.	\$ 31,500.00
20	Watson Cir.	Miners Run	Dunham Dr.	\$ 153,000.00	61	Quarter St.	614 Quarter St.	West St.	\$ 18,000.00
21	Ford Ct.	Dunham Dr.	Ford Ct.	\$ 63,000.00	62	Fairview Ave.	N Helen Ave	Taylor Ave.	\$ 31,500.00
22	Tulberry Cir.	Ryunon	Tulberry Cir.	\$ 63,000.00	63	Taylor Ave.	W 3rd St.	Royalawn Dr.	\$ 31,500.00
23	Tulberry Cir.	Tulberry Cir.	Tulberry Ct.	\$ 108,000.00	64	N Castelle Ave	W University Alley	W 3rd St.	\$ 94,500.00
24	Appoline Ct.	Cloverdale Dr.	Appoline Ct.	\$ 94,500.00	65	Wesley St.	W University Dr.	W 4th St.	\$ 67,500.00
25	Weddington Ct.	Cloverdale Dr.	Weddington Ct.	\$ 121,500.00	66	W 4th Ave	Wesley St.	Wilcox St.	\$ 31,500.00
26	Waycraft Ln.	Appoline Ct.	Weddington Ct.	\$ 85,500.00	67	E 4th St.	S Rochester Rd.	E Main St Alley	\$ 31,500.00
27	Waycraft Ln.	Waycraft Ln.	Waycraft Ct.	\$ 45,000.00	68	E University Dr.	Water St.	Bridge	\$ 99,000.00
28	Lone Pine Cir.	North Cloverdale Dr.	South Cloverdale Dr.	\$ 130,500.00	69	Pine St.	527 Pine St.	6th St.	\$ 18,000.00
29	Glenmoor Dr.	South Chase Dr.	North Chase Dr.	\$ 112,500.00	70	Chase Center Dr.	South Xing 6th St.	North Xing 6th St.	\$ 18,000.00
30	Bloomview Cir.	West Chase Dr.	East Chase Dr.	\$ 166,500.00	71	Albertson St.	N Pine St.	S Rochester Rd.	\$ 103,500.00
31	Springview Dr.	Wyngate Dr.	Elcroff Ct.	\$ 337,500.00	72	Drace St.	West end of Drace St.	N Pine St.	\$ 81,000.00
32	Springview Ct.	Springview Dr.	Springview Ct.	\$ 76,500.00	73	N Pine St.	Drace St.	Giggs St.	\$ 58,500.00
33	Pondside Ct.	Springview Dr.	Pondside Ct.	\$ 90,000.00	74	Lysander St.	S Rochester Rd.	Mahaffy Ave	\$ 76,500.00
34	Ramblewood Dr.	Ryunon Rd.	Terra Ln.	\$ 54,000.00	75	Highland Ave.	S Rochester Rd.	Mahaffy Ave	\$ 76,500.00
35	Terra Ln.	Ramblewood Dr.	Ross Ln.	\$ 112,500.00	76	Lysander St.	Short St	Romeo Rd.	\$ 49,500.00
36	Welland Dr.	Ramblewood Dr.	Ross Ln.	\$ 130,500.00	77	Ferdale Ave.	Pine St.	S Rochester Rd.	\$ 99,000.00
37	Ross Ln.	Welland Dr.	Terra Ln.	\$ 144,000.00	78	Pine St.	Cloverdale Ave	Woodward Ave	\$ 45,000.00
38	Ramblewood Dr.	Ryunon Rd.	Autumn Dr.	\$ 292,500.00	79	Glendale Ave.	Oak St.	N Main St.	\$ 144,000.00
39	Ramblewood Ct.	Ramblewood Dr.	Ramblewood Ct.	\$ 76,500.00	80	Mahaffy Ave.	Northwood Ave.	Maywood Ave.	\$ 45,000.00
40	Springview Dr.	Ramblewood Dr.	Autumnview Dr.	\$ 126,000.00	81	Ironwood Dr.	West Ironwood Ct.	East Ironwood Ct.	\$ 31,500.00
41	Surview Ct.	Springview Dr.	Surview Ct.	\$ 63,000.00	-	-	-	-	Total Cost \$ 11,214,000.00



REFERENCE SHEET NUMBER  
**Index**

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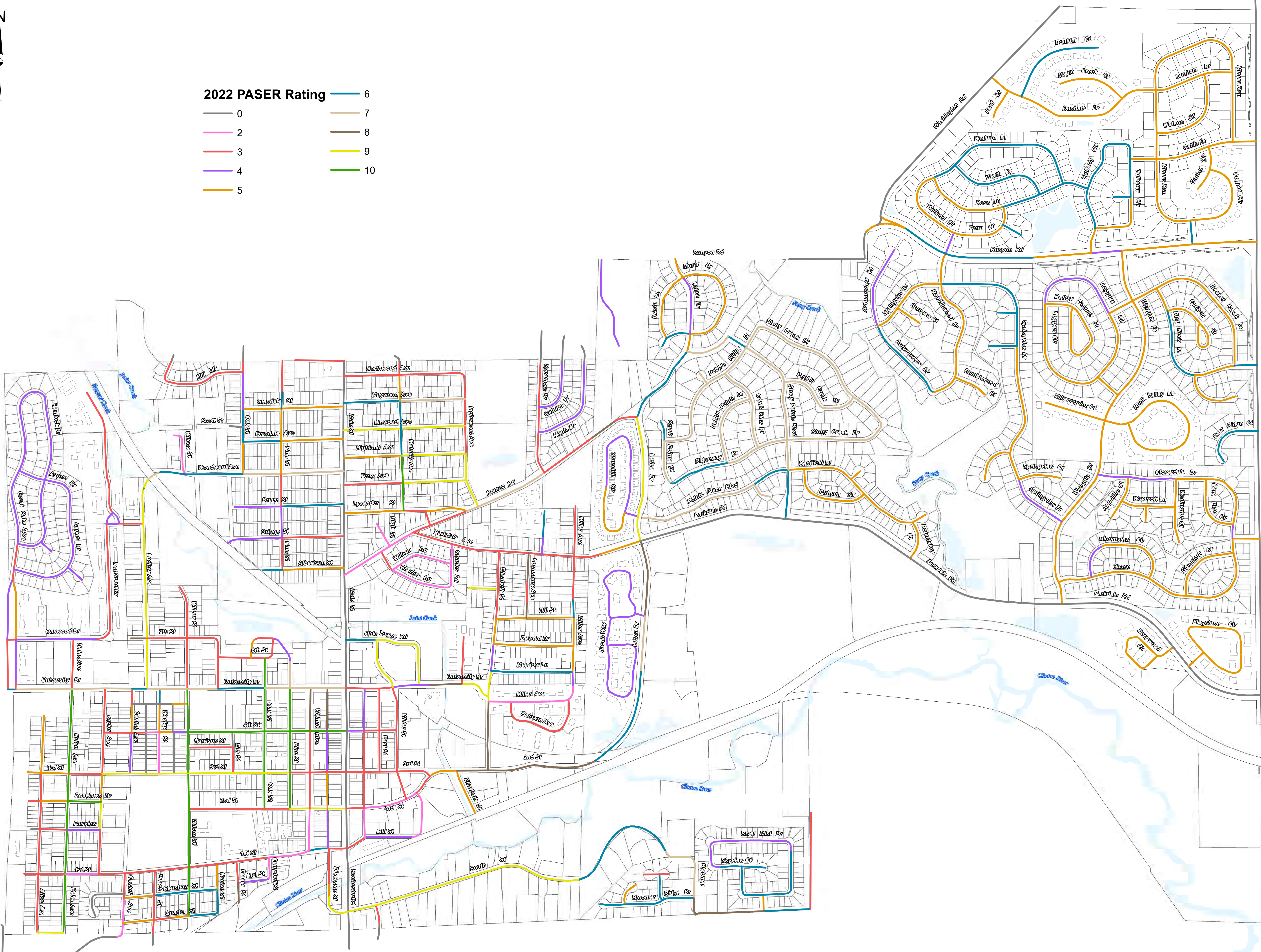
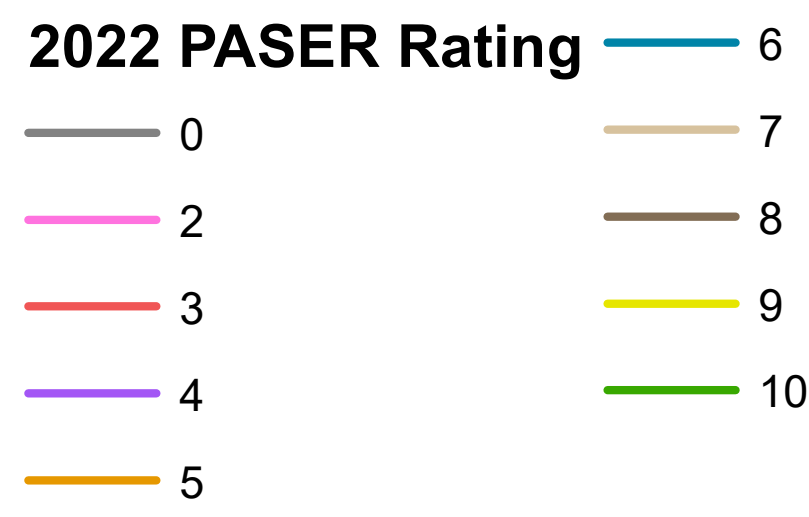
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<b>ANDERSON, ECKSTEIN AND WESTRICK, INC.</b> CIVIL ENGINEERS SURVEYORS ARCHITECTS <small>1500 W. WASHINGTON ST. ROCHESTER, MI 48063-1000</small>	DRAWING DATE:	1/20/2022
	DRAWING SCALE:	NTS
	PROJECT NO.:	0270-0173
	DRAWING FILE:	2021_PASER.mxd
PLOT DATE:	1/20/2022	
PLOT SCALE:	NTS	
PLOT CONFIG:		
ATTACH REF:	NONE	
	DRAWN BY:	JMM
	CHECK BY:	AJP

# City of Rochester

## 3" Mill and Fill Repair Locations



# City of Rochester

## 2022 PASER Ratings

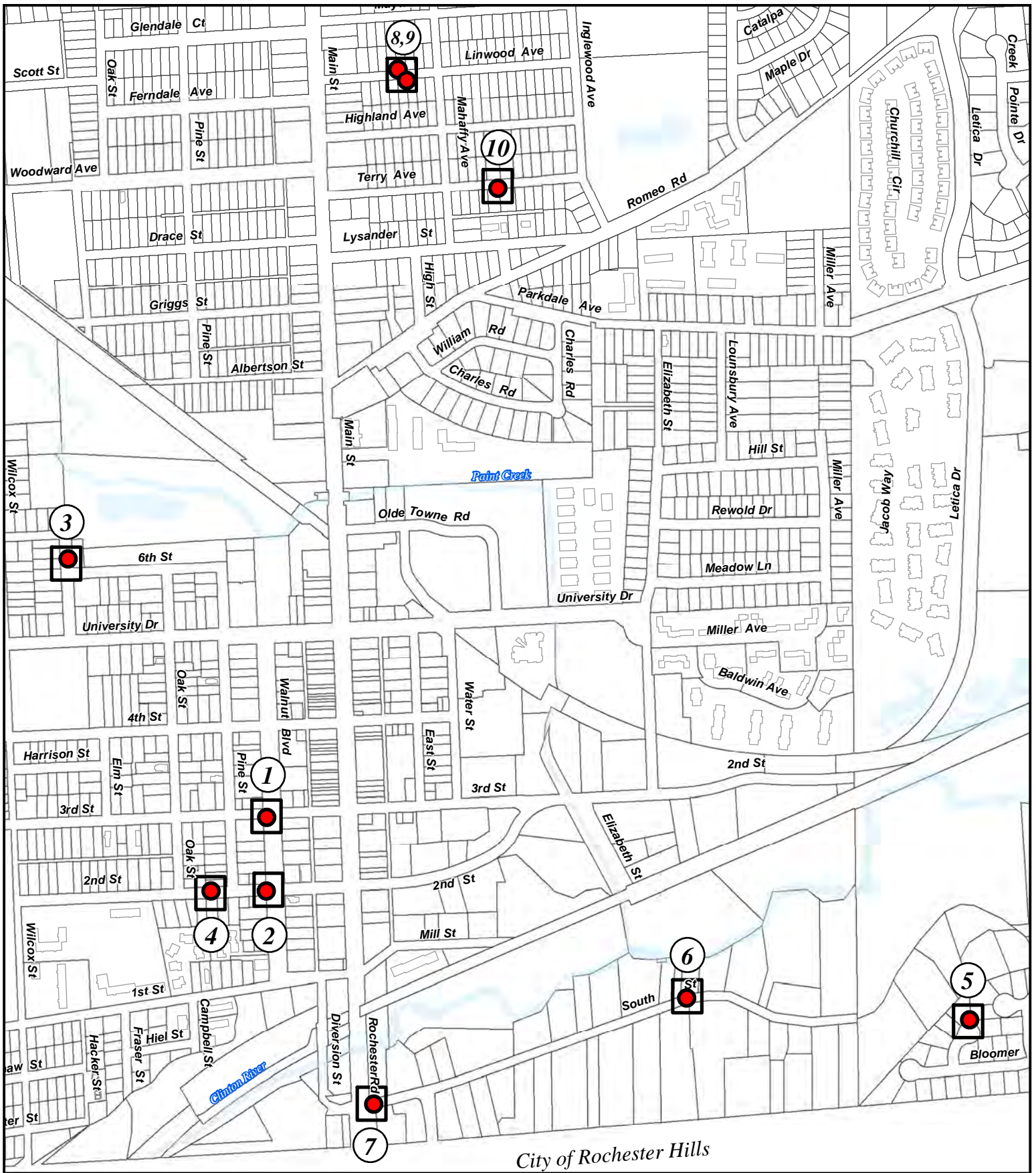
ANDERSON, ECKSTEIN AND WESTRICK, INC.  
 CIVIL ENGINEERS SURVEYORS ARCHITECTS  
 1000 W. WASHINGTON ST. SUITE 100  
 ROCHESTER, MI 48063  
 TEL: 248.283.8888 FAX: 248.283.8889

PLOT DATE	11/2/2023	DRAWING DATE	11/2/2023
PLOT SCALE	NTS	DRAWING SCALE	NTS
PLOT CONFIG.		PROJECT NO.	0270-0173
ATTACH XREF	NONE	DRAWING FILE	2022 PASER.mxd
		DRAWN BY	AWD
		CHECK BY	AAP



REFERENCE SHEET NUMBER  
**Index**


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City of Rochester Hills

 Open Cut Repair Location  
 Open Cut Repair Index


**ANDERSON, ECKSTEIN AND WESTRICK, INC.**  
 CIVIL ENGINEERS SURVEYORS ARCHITECTS  
15300 Schaeffer Rd. Phone: 248-725-1100  
 44000 Greenfield Ave. Phone: 248-725-1101  
 Macleay, Michigan Fax: 248-725-1102

DATE PRINTED: March 20, 2023	DATE CREATED: March 20, 2023
SCALE: 1" = 20'	MAP DOCUMENT: Open Cut Index
PROJECT NO: 0220-0183	CREATED BY: JCS CHECKED BY: EDJ



# City of Rochester

2023 Sewer Open Cut Repair



Location Number: **Index**

**3 WORKING DAYS  
 BEFORE YOU DIG  
 CALL MISS DIG  
 1-800-482-7171  
 (TOLL FREE)**

<b>City Parkin Lot Rehabilitation Summary</b>					
<b>Location</b>	<b>Rating</b>	<b>Mill and Fill Option</b>		<b>Reconstruction Option</b>	
		<b>Const. Cost</b>	<b>Total Cost</b>	<b>Const. Cost</b>	<b>Total Cost</b>
Community House	5	\$230,851.00	\$299,415.00		
Municipal Park	3-4	\$169,584.00	\$220,460.00	\$306,087.00	\$389,343.00
Lot # 5	3-4	\$53,236.00	\$69,047.00	\$100,978.00	\$130,968.00
Lot # 4	2-3			\$267,837.00	\$340,689.00
Lot # 12	2-3			\$124,436.00	\$161,393.00
Lot # 9	6	\$74,626.50	\$97,014.00		
Watertown Park	5	\$75,616.00	\$98,301.00		
Lot # 16	5	\$92,842.00	\$120,694.00		
Lot # 6	2-3			\$300,741.00	\$382,542.00
Lot # 14	3-4	\$174,630.00	\$226,495.00	\$294,207.00	\$374,231.00
Lot # 1	2-3			\$113,552.00	\$147,277.00
Lot 13 North Half	4	\$58,597.00	\$76,176.00	\$100,243.00	\$130,015.00
Lot 13 South Half	6	\$118,766.00	\$154,395.00		
Lot # 7	2			\$232,145.00	\$295,288.00
CRT Parking Lot	5	\$45,077.00	\$58,600.00		
Dinosaur Hill	7-8	\$33,180.00	\$43,134.00		
Halbach Field Parking Lot	7	\$92,969.00	\$120,859.00		
Scott Street / DPW Parking Lot	6	\$58,197.00	\$75,656.00		
Police Parking Lot	3-4	\$36,555.00	\$47,521.00	\$69,453.00	\$90,288.00
Total Mill and Fill Option		\$1,314,726.50	\$1,707,767.00		
Total Reconstruction Cost When Mill and Fill Option is invalid				\$1,038,711.00	\$1,327,189.00

Total Project Construction Cost                      \$2,353,437.50

Total Project Cost    \$3,034,956.00

Note: Total cost includes 10% contingency, engineering design and construction administration and observation

# City of Rochester Official Parking Map



**6C. FYE 2025 Goals & Objectives Meeting**

Chairman Giovanelli will discuss the agenda for the DDA Goals & Objectives Meeting, to be held on Wednesday, January 24, 7:00 pm at the Downtown Collaboration Studio.



**6D. End of the Year Recap**

Kristi will provide a report on downtown activity and engagement over the holiday season.

**6E. Budget Sub-Committee Volunteers**

If you are interested in serving on the Budget Sub-Committee, please let Ben know. The commitment is typically 2 meetings.

**6F. Main Street Oakland County Accreditation Visit**

Our annual accreditation visit is scheduled for Wednesday, February 7. Attached is the evaluation overview. An agenda will be provided upon receipt from the County.



## THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 2.0 - August 2022*

### TABLE OF CONTENTS

**PAGE 1** - INTRODUCTION

**PAGE 3** - STANDARD I: BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

**PAGE 5** - STANDARD II: INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

**PAGE 10** - STANDARD III: DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

**PAGE 13** - STANDARD IV: STRATEGY-DRIVEN PROGRAMMING

**PAGE 15** - STANDARD V: PRESERVATION-BASED ECONOMIC DEVELOPMENT

**PAGE 17** - STANDARD VI: DEMONSTRATED IMPACT AND RESULTS

**PAGE 20** - COMMUNITY ASSESSMENT EVALUATION WORKSHEET



## COMMUNITY SELF-ASSESSMENT TOOL

For over 40 years, Main Street programs across the country have used the Main Street Approach™ to support revitalization and catalyze positive transformation of their downtowns and neighborhood commercial corridors. Through grassroots leadership, partnership building, community engagement, and a commitment to holistic preservation-based economic development, thousands of Affiliate and Accredited Main Street programs have created lasting impact for their local economies and communities as a whole.

### AN EMPOWERING MODEL FOR REVITALIZATION

The new Main Street America Evaluation Framework, developed by Main Street America (MSA) in close partnership with Main Street Coordinating Programs, outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

Annual program assessments are an important opportunity for local Main Street leaders, volunteers, partners, and Coordinating Programs to come together to reflect on the progress of a program's efforts and identify opportunities to build and grow.

The following Self-Assessment has been developed as a tool to help Main Street leaders recognize how their program's efforts already align with the new standards and identify areas for deeper focus and prioritization. The tool will also serve as a basis for local leaders to work with their Coordinating Program on identifying areas for capacity building, program development, and training needs. This process will also inform Main Street America on our network's strengths, greatest needs and opportunities.

**We encourage you to look at this tool as a working model** – one that will adapt and grow as we test it in the field before full implementation at the end of 2023. We invite you to be in close communication with Main Street America staff and your Coordinating Program to explore how these new standards and measures are working for your organization, what might be missing or unclear, and how Main Street America can support your efforts.

#### WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs.
- Affiliate-level programs wanting to become Accredited in the future.
- New communities seeking guidance in establishing a strong foundation for their revitalization programs with the vision of being designated as Affiliate or Accredited in the future.

#### WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but by reviewing this tool regularly you will have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- Consider dedicating time at each of your board and committees' meetings to become more familiar with the new Standards (we'll be providing discussion guides to help frame these conversations).

## HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, score yourself on the Indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each Indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing:

- What actions and next steps can you take to strengthen your efforts?
- How can you build upon your work or take it to the next level?

The Self-Assessment Tool provides examples of how Main Street programs can meet each Standard. These example activities are not an exhaustive or prescriptive list, rather are included to provide guidance and inspiration. Programs are invited to count these and other related activities towards each Indicator.

After you complete you Community Self-Assessment, your Coordinator will review and provide their own score and feedback. **Communities will need to average at least three (3) points per Standard to achieve Accreditation.** Please use [this Community Assessment Worksheet](#) to evaluate your program's progress.

## BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. **The current Baseline Requirements are:**

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- Communities over 5,000 in population must employ a FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.
- Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy that outline programming across the Main Street Four Points. Work plans include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district's revitalization programming and the Main Street program's operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind donations, and philosophical support.
- Reinvestment statistics reported as required by Coordinating Program (monthly, quarterly, or annually).
- Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the Coordinating Program logo.

**Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.**

## BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Partnerships and Collaborations, II) District and Community Outreach, and III) Communication and Public Relations.**

### KEY INDICATORS

The following Indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. PARTNERSHIPS AND COLLABORATIONS

**INDICATOR I:** Main Street has developed partnerships and collaborations with local governments that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement of elected officials and/or staff in the Main Street program Board and committees.
- e. Promoting the district revitalization and their partnership with Main Street.

**INDICATOR II:** Main Street has developed partnerships and collaborations with both nonprofit organizations and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement with the Main Street program Board and committees.
- e. Promoting district revitalization and their partnership with Main Street.

## II. DISTRICT AND COMMUNITY OUTREACH

**INDICATOR I:** Main Street has expanded its reach to connect and engage with all sectors of the community (businesses, property owners, workforce, other organizations, residents). Examples of how outreach efforts are demonstrated include:

- a. A variety of communication tools (online and printed materials) used to reach a broad group of district stakeholders.
- b. Workplans that outline how planned activities intend to reach all members of the community.
- c. Main Street bringing the district and community stakeholders together for input gathering, information sharing, etc. at least once a year.

## III. COMMUNICATION AND PUBLIC RELATIONS

**INDICATOR I:** Main Street has maintained communication and implemented public relations that inform and educate the community and district stakeholders about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. The program's external marketing (online, printed, social media, etc.) clearly promotes the role and impact of the Main Street program.
- b. Main Street's leadership and staff are actively engaged in public relations activities that educate, build awareness, and promote the Main Street program.
- c. Main Street highlights positive stories about the district through a variety of media tools.

**INDICATOR II:** Main Street has maintained communication and implemented public relations that inform and educate the public sector or local government about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Main Street meets with local government officials or attends council meetings to share progress and impact (at least every quarter).
- b. Main Street invites participation of local government officials and staff to meetings and encourages visits to the district and programming activities.

**INDICATOR III:** Main Street has promoted the district's positive image, brand identity, and assets. Examples of how these efforts are demonstrated include:

- a. A distinctive brand has been created and implemented for the district.
- b. A distinctive brand has been created and implemented for the organization.
- c. Social media platforms are used to promote the value of the district and the Main Street program.
- d. An annual report is produced noting successes across the Four Points.



# INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

**Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work.** Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

## FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Inclusive Organizational Culture and Diverse Volunteer Engagement, II) Active Board Leadership and Supporting Volunteer Base, III) Professional Staff Management, and IV) Effective Operational Structure**

## KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can become proactive and effective agents for inclusive community engagement and leadership development, ensuring that the investment of time and talents is a rewarding experience. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

### I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

**INDICATOR I:** The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

- a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- c. Work plans and programming activities address accessibility and inclusive design for all community members.
- d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

**INDICATOR II:** The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Examples of how these efforts are demonstrated include:

- a. Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly.
- b. A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way.
- c. Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization.
- d. Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers.
- e. Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year.

**INDICATOR III:** The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. The following participation is recommended:

- a. District business owners
- b. District property owners
- c. District and community residents
- d. Community businesses/corporations
- e. Institutions (schools, universities, foundations, nonprofits, government)

**INDICATOR IV:** The Main Street organization has developed a leadership base (Board, staff, committee members, and volunteers) that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, taking into account a broad range of dimensions of diversity, including race, age, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included as part of Main Street's leadership base.

- a. Looking at the community's most recent population data, Main Street leadership base reflects a balanced level of participation of all age groups.
- b. Looking at the community's most recent population data, the Main Street leadership base reflects the racial and ethnic diversity of the community,
- c. Looking at the community's most recent population data, the Main Street leadership base reflects gender balance.
- d. Considering the Main Street Approach, the organization's leadership base demonstrates a wide range of skills, experiences, and perspectives.

## II. ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

**INDICATOR I\*:** Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Attended Board meetings 75 percent of the time throughout the year.
- b. New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating Program.
- c. Played an active role on the Board by leading a committee, a task force, or key initiative.
- d. Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the Board.

***\*Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

**INDICATOR II:** Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Made a personal financial investment in the program.
- b. Participated in the development of fundraising goals.
- c. Led or participated in a key fundraising activity of the organization.
- d. Made direct solicitations.
- e. Supported donor relationship, retention, and/or recruitment.

**INDICATOR III:** The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Examples of how these efforts are demonstrated include:

- a. Established committees or teams that follow the program's selected Transformation Strategies, Board's outlined priorities, and/or the Main Street Four Points.
- b. Each volunteer committee or team has an active leader, chair, or co-chairs.
- c. Each volunteer committee has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement. Ideally, there is a leader or champion for every project.
- d. Committees or teams participate in trainings that support their roles at least annually.

### III. PROFESSIONAL STAFF MANAGEMENT

**INDICATOR I\*:** The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work. These efforts are demonstrated by fulfillment of all the following:

- a. The Main Street Program meets the minimum staffing requirements established by the Coordinating program. At a minimum, Main Street America requires part-time staffing for cities under 5,000 population and 1 FTE for cities over 5,000 population.
- b. Main Street staff have job descriptions and defined performance expectations.
- c. Main Street staff participates in trainings required by the Coordinating Program.
- d. Main Street staff participates in professional development offerings provided by Main Street America, Coordinating Program, etc.
- e. Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

***\*Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

**INDICATOR II:** The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year. Understanding that organizational formats vary, this is demonstrated by:

- a. The Board, through its Board chair or president provides regular guidance and feedback to the program's director.
- b. A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review.
- c. The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases.
- d. The Board ensures that the annual budget offers staff with professional development and trainings, including travel.
- e. Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between Board and staff.
- f. The Board has developed a plan to manage succession or the director's transition and recruitment.

## IV. EFFECTIVE OPERATIONAL STRUCTURE

**INDICATOR I\*:** The Main Street organization has developed appropriate operational and organizational practices to manage effectively. This must include the following:

- a. A clearly defined mission statement that confirms the purpose of the organization.
- b. Established by-laws, which are reviewed annually and revised appropriately to carry out the program's mission for the district.
- c. Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.
- d. Appropriate insurance for the organization, Board/staff, and its programming.
- e. Legal and fiscal requirements are met and maintained as required with its tax status or operation structure.

***\*Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

## STANDARD III

# DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

**A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations.** Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

## FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Balanced Funding Structure, II) Strategic Revenue Development and Fundraising, III) Budget and Work Plan Alignment and IV) Financial Management and Best Practices**

## KEY INDICATORS

Understanding that funding is an essential resource to accomplish the work of revitalization, the following indicators included under this Standard can guide Main Street programs in building, growing, and sustaining diverse and balanced mix of investment in revitalization efforts and the Main Street program. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

### I. BALANCED FUNDING STRUCTURE

**INDICATOR I:** The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources. Examples of how these efforts are demonstrated include:

- a. Contributions from private sector: e.g., businesses, community members and/or partner organizations.
- b. Special taxing/assessment district.
- c. Sponsorships and/or in-kind donations.
- d. Earned revenues.
- e. Memberships.
- f. Local Government.
- g. Grants.

**INDICATOR II:** The private sector is investing in the district’s revitalization efforts and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding.
- b. Main Street program’s earned incomes, such as rents, merchandise sales, etc.
- c. Investor programs such as memberships, Friends of, annual donations, etc.
- d. In-kind services.
- e. A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as BIDs, CIDs, DDAs, SSMID, etc.

**INDICATOR III:** The public sector is investing in the district’s revitalization and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Annual contribution to the Main Street.
- b. Service agreements with the Main Street.
- c. Supports through the employment of the Main Street Director.
- d. Direct funding for event sponsorships & marketing initiatives.
- e. In-kind services

## **II. STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING**

**INDICATOR I:** The Main Street program demonstrates commitment to strategic revenue development process and oversight. Examples of how these efforts are demonstrated include:

- a. The Board reviews fund-development plans, goals, and progress at least quarterly.
- b. A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.
- c. A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.
- d. Committees are engaged in seeking funding to support projects.

## **III. BUDGET AND WORK PLAN ALIGNMENT**

**INDICATOR I:** The Main Street organization has an annual budget that is aligned to the organization’s strategies and goals. Examples of how these efforts are demonstrated include:

- a. Alignment with the mission.
- b. Alignment with a selected Transformation Strategy and/or approved workplan.
- c. A diversity of income sources.

**INDICATOR II:** The Main Street program exhibits commitment to a budget that effectively covers operational and programming goals. Examples of how these efforts are demonstrated include:

- a. Covering operational expenses, including program personnel, office administration, financial management activities, and travel expenses for professional development.
- b. Covering programming related to each point of the Main Street Approach (Organization, Economic Vitality, Design, Promotion).

#### **IV. FINANCIAL MANAGEMENT AND BEST PRACTICES**

**INDICATOR I:** The Main Street organization demonstrates sound financial management outlined by processes and procedures. Examples of how these efforts are demonstrated include:

- a. Financial tracking systems and reporting practices are in place. (QuickBooks or other software)
- b. The organization's monthly financial statements are reviewed by the Treasurer.
- c. The organization has a third party financial professional compile and reconcile monthly financial statements.
- d. The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years.

**INDICATOR II:** The Main Street organization's financial management has clear leadership and oversight. Examples of how these efforts are demonstrated include:

- a. Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions.
- b. The Main Street Board of directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming.



# STRATEGY-DRIVEN PROGRAMMING

**Main Street has built a strong track record for making change happen in communities across the country.** Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

## FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Planning Guided by Inclusive Community and Market-informed Inputs, II) Defining Direction through Transformation Strategy Identification and Development, and III) Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points**

## KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can develop a community and market informed strategy-driven planning and implementation process. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

### I. PLANNING GUIDED BY INCLUSIVE COMMUNITY AND MARKET-INFORMED INPUTS

**INDICATOR I:** The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation. Examples of how these are demonstrated include:

- a. Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.
- b. Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.
- c. Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.
- d. Building inventory is up to date and reflective of the district's property ownership, condition, uses, and status (for sale, for lease, occupied).
- e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.
- f. Strategy reflects opportunities driven by local and national trends.

## II. DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT

**INDICATOR I:** Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Examples of how these are demonstrated include:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.
- b. The board formally adopts a Transformation Strategy(s).
- c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.
- d. The Strategy(s) have measurable benchmarks.

## III. STRATEGY-ALIGNED COMPREHENSIVE WORK PLANNING AND IMPLEMENTATION ACROSS ALL FOUR POINTS

**INDICATOR I:** The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Examples of how these are demonstrated include:

- a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan.
- b. Projects, events, or initiatives are aligned with selected Transformation Strategy(s).
- c. The Transformation Strategy(s) are reflected comprehensively across all Four Points.
- d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.
- e. Annual fund-development goals and allocations are guided by the Transformation Strategy(s)

# PRESERVATION-BASED ECONOMIC DEVELOPMENT

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

## FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Preservation Ethics and Education on Historic and Cultural Assets, II) Standards and Best Practices for Place-based, People-focused Design, and III) Promotion of Historic, Heritage, and Cultural Assets**

## KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can build a strong foundation for revitalization through the preservation of building and cultural assets, educating the public on their value to economic growth, and enlisting businesses and property owners in redevelopment efforts. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

### I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS

**INDICATOR I:** Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:

- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- b. The community is a Certified Local Government (CLG).
- c. The district has received cultural, arts, or other special designations or recognitions.
- d. Main Street advocates for a local preservation ordinance or the community has one.
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance)
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

**INDICATOR II:** Main Street educates and builds awareness about preservation and cultural assets among stakeholders, public sector, community organizations, and residents at large. Examples of how these are demonstrated include:

- a. Holding education and awareness activities that promote the value of the district's historic fabric and cultural assets throughout the year or at least annually during Preservation Month.

- b. Providing programming and resources for district property and business owners that results in the preservation and rehabilitation of local historic assets.
- c. Attending staff and volunteer trainings provided by the Coordinating Program, Main Street America, or other organizations.
- d. Building strong collaborations (e.g., Historic Preservation Commission, Certified Local Government, Historical and Arts entities, etc.) to support tools, ordinances, zoning policies that preserve the district's built and cultural assets.

## II. STANDARDS AND BEST PRACTICES FOR PLACE-BASED, PEOPLE-FOCUSED DESIGN

**INDICATOR I:** Main Street is an advocate and partner for the implementation of standards, guidelines, and best practices for the preservation of historic and cultural assets. Examples of how these are demonstrated include:

- a. Partnered with local government, commissions, and community groups to assess and incorporate heritage and cultural assets into economic development and marketing priorities and initiatives.
- b. Provided or connected district property owners with assistance in redevelopment that is aligned with the district's strategy(s).
- c. Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools.
- d. Provided guidance to projects that leveraged preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.)
- e. Advocated for threatened historic properties, and worked to acquire, attract new owner ships and/or worked with city leaders to enforce requirement maintenance standards.

## III. PROMOTION OF HISTORIC, HERITAGE, AND CULTURAL ASSETS

**INDICATOR I:** The Main Street program actively promotes the district's historic and cultural assets. Examples of how these are demonstrated include:

- a. Activities/programming that interpret, celebrate, and recognize local heritage and cultural resources.
- b. Working with media to promote stories that highlight the district's historic and cultural assets and messages their importance to the community and economic growth.
- c. Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property.

# DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

## FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Demonstrating the Value of Main Street, II) Measuring and Packaging Quantitative and Qualitative Outcomes and III) Promoting Progress and Demonstrating Impact and Results**

## KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can build the case for Main Street and demonstrate the impact of their revitalization efforts. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

### I. DEMONSTRATING THE VALUE OF MAIN STREET

**INDICATOR I:** Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at large. Examples of how these are demonstrated include:

- a. District revitalization and physical and economic improvements are included in recent regional or citywide master plans, economic development plans, comprehensive plans, etc.
- b. Main Street participates in ongoing local planning efforts that involve the district.
- c. Main Street participates in guest presentations to local community organizations and institutions.
- d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)
- e. District stakeholders advocate for the program when requested.
- f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.
- g. Main Street program's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.
- h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of-operations for a new business or new location for an existing business.

## II. MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

**INDICATOR I:** Main Street regularly collects and maintains district revitalization statistics (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program. Examples of how these are demonstrated include:

- a. Number of businesses operating in the district.
- b. Number of businesses operating in the district that are women-owned.
- c. Number of businesses operating in the district that are minority-owned.
- d. Number of businesses operating in the district that are veteran-owned.
- e. Number of employees/jobs based in the district.
- f. Number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.
- g. Number of business closures in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.
- h. Number of local businesses participating as vendors in district events, festivals, etc.
- i. Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).
- j. Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).
- k. Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

**INDICATOR II:** Main Street annually collects and maintains organizational impact statistics (quantitative) and intangible impact data (qualitative) and examines changes over time. Examples of how these are demonstrated include:

- a. Board annually reviews broad performance goals established within the organization's workplan.
- b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategies.
- c. Number of volunteer hours contributed.
- d. Financial value of volunteer contribution (using Independentsector.org formula).
- e. Number of volunteers participating.

- f. Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
- g. Conversion of volunteer hours to in-kind dollars (\$) contributed.
- h. Financial (\$) contributions made to Main Street by the public sector.
- i. Financial (\$) contributions made to Main Street by the private sector.
- j. Number of responses and analysis of response data from a survey that seeks to understand the community's growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization.
- k. Impact surveys of promotional events.
- l. Impact surveys of education programming attendees.
- m. Number of media impressions.

### **III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS**

**INDICATOR I:** The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted. Examples of how these are demonstrated include:

- a. Sharing through the Coordinating Program reporting system according to the timeline outlined in annual agreements.
- b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.
- c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.
- d. Publishing and distributing an annual report and summary of revitalization statistics.
- e. Highlighting key statistics and testimonials on website and other marketing materials.

# COMMUNITY ASSESSMENT WORKSHEET

## Evaluation Worksheet for Local Programs, Coordinating Programs, and Main Street America\*

The Main Street America Evaluation Framework outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

**After reviewing the [Community Self-Assessment Tool document](#), use this worksheet to score community progress and determine the designation status of a community. All scores will be averaged and populated at the end.**

### BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. Please indicate whether communities meet the baseline requirements by selecting **Yes** or **No**.

		LP		CP		MSA	
1	A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.	Yes	No	Yes	No	Yes	No
2	Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	Yes	No	Yes	No	Yes	No
3	Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.	Yes	No	Yes	No	Yes	No
4	Detailed work plans aligned with the selected Transformation Strategy that outlines programming across the Main Street Four Points. Work plans include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.	Yes	No	Yes	No	Yes	No
5	A dedicated budget for the district's revitalization programming and the Main Street program's operations.	Yes	No	Yes	No	Yes	No
6	Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind and philosophical support.	Yes	No	Yes	No	Yes	No
7	Reinvestment statistics are reported as required by the Coordinating program (monthly, quarterly, or annually).	Yes	No	Yes	No	Yes	No
8	Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the coordinating program logo.	Yes	No	Yes	No	Yes	No

*Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level*



# THE MAIN STREET AMERICA EVALUATION FRAMEWORK

## ACCREDITATION ELIGIBILITY

Next, to determine where a community is on the path to Accreditation, use the next part of the worksheet to score the community on the Indicators listed for each of the six Standards based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator.	Outstanding achievement. One that other programs could replicate.

Communities must meet the Baseline Requirements and average at least three (3) points per Standard to achieve Accreditation. Some Indicators will require documentation. At a minimum, this will include providing your program's annual budget and workplan.

### STANDARD I: BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

	LP	CP	MSA	Notes
<b>Partnerships and Collaboration</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
<b>District and Community Outreach</b>				
Indicator I:	___	___	___	
<b>Communications and Public Relations</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
<b>Standard I Average:</b>	___	___	___	

# THE MAIN STREET AMERICA EVALUATION FRAMEWORK

## STANDARD II: INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

	LP	CP	MSA	Notes
<b>Inclusive Organizational Culture and Diverse Volunteer Engagement</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Indicator IV:	___	___	___	
<b>Active Board Leadership and Supporting Volunteer Base</b>				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
<b>Professional Staff Management</b>				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
<b>Effective Operational Structure</b>				
Indicator I: <i>Required</i>	___	___	___	
<b>Standard II Average:</b>	___	___	___	

## STANDARD III: DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

	LP	CP	MSA	Notes
<b>Balanced Funding Structure</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
<b>Strategic Revenue Development and Fundraising</b>				
Indicator I:	___	___	___	
<b>Budget and Work Plan Alignment</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
<b>Financial Management and Best Practices</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
<b>Standard III Average:</b>	___	___	___	

# THE MAIN STREET AMERICA EVALUATION FRAMEWORK

## STANDARD IV: STRATEGY-DRIVEN PROGRAMMING

	LP	CP	MSA	Notes
<b>Planning Guided by Inclusive Community and Market-Informed Inputs</b>				
Indicator I:	—	—	—	
<b>Defining Direction through Transformation Strategy Identification and Development</b>				
Indicator I:	—	—	—	
<b>Strategy-Aligned Comprehensive Work Planning and Implementation Across all Four Points</b>				
Indicator I:	—	—	—	
<b>Standard IV Average:</b>	—	—	—	

## STANDARD V: PRESERVATION-BASED ECONOMIC DEVELOPMENT

	LP	CP	MSA	Notes
<b>Preservation Ethics and Education on Historic and Cultural Assets</b>				
Indicator I:	—	—	—	
Indicator II:	—	—	—	
<b>Standards and Best Practices for Place-based, People-focused Design</b>				
Indicator I:	—	—	—	
<b>Promotion of Historic, Heritage, and Cultural Assets</b>				
Indicator I:	—	—	—	
<b>Standard V Average:</b>	—	—	—	

## STANDARD VI: DEMONSTRATED IMPACT AND RESULTS

	LP	CP	MSA	Notes
<b>Demonstrating the Value of Main Street</b>				
Indicator I:	—	—	—	
<b>Measuring and Packaging Quantitative and Qualitative Outcomes</b>				
Indicator I:	—	—	—	
Indicator II:	—	—	—	
<b>Promoting Progress and Demonstrating Impact and Results</b>				
Indicator I:	—	—	—	
<b>Standard VI Average:</b>	—	—	—	

# THE MAIN STREET AMERICA EVALUATION FRAMEWORK

CUMULATIVE AVERAGE SCORES		LP	CP	MSA
STANDARD I	BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION			
STANDARD II	INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY			
STANDARD III	DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS			
STANDARD IV	STRATEGY-DRIVEN PROGRAMMING			
STANDARD V	PRESERVATION-BASED ECONOMIC DEVELOPMENT			
STANDARD VI	DEMONSTRATED IMPACT AND RESULTS			

## LOCAL PROGRAM

Program Name: \_\_\_\_\_

Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## COORDINATING PROGRAM

Program Name: \_\_\_\_\_

Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## MAIN STREET AMERICA

Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## **7A. Executive Director Update**

### **Business Expansion**

Talulah Belle is relocating and expanding into the former Urban Merchant space. This is the second expansion for Talulah Belle since their opening in Rochester!

### **Wall Street Journal**

Per our discussion at the December Meeting, here is the link to the article that ran on December 24 - <https://www.wsj.com/story/the-small-town-that-turned-christmas-lights-into-an-economic-miracle-09c3f18a>

According to the Senior Reporter, Ruth Simon, the article was the most read article for the month of December.



Rochester DDA Board Meeting  
 January 11, 2024  
 Events Coordinator Report

**Events**

- **Frost Festival** – January 19 & 20. We are gearing up for Frost Festival (in replace of Fire & Ice). The businesses have sponsored over 40 sculptures for the weekend, this year's theme is 'Under the Sea'. There will be 2 live carving demonstrations, one will take place on Friday on W. 3<sup>rd</sup> Street from 6 – 8 pm (sponsored by Modetz Funeral Homes), and another live ice carving on Saturday from 4 – 6 pm in front of Café 3:16 (sponsored by Café 3:16). An Ice Carving Competition will take place Saturday from 11 am – 2 pm on W. 4<sup>th</sup> Street. The Lions' Club will have a warming station with marshmallow roasting located at W. 3<sup>rd</sup> Street on Friday from 5 – 9 pm and Saturday, from 10 am – 6 pm.

In addition to all the outdoor activities, Downtown Rochester presents Frost Fest BINGO. Shoppers can participate by completing tasks on their bingo cards at downtown businesses, such as purchasing a sweet treat or spending \$25 at a business. Businesses will have an official Frost Festival stamp to stamp your bingo cards once tasks are completed. Once a bingo is achieved, participants can text their bingo card to 866-603-4005 for a chance to win a Downtown Rochester shopping spree. The drawing will take place on Tuesday, January 23.



- **Foodie February** – During the month of February if you dine in or carry out from any Downtown Rochester restaurant, make sure to save your receipts and you will have a chance to win restaurant gift cards and a \$25 Downtown Rochester gift card each week in February! Receipts can be brought to the Downtown Collaboration Studio, 431 S. Main Street. February 1-29. If you are unable to see us during our regular business hours, you can text FOODIE to 866-603-4005 and you will be prompted to send in a picture of your receipt. Each receipt will receive one entry, eligible for both the weekly and grand prize drawings. Grand Prize Winners will be announced and contacted on Friday, March 1.
- **Deck Art Registration** – Deck Art registration begins February 1<sup>st</sup>. You can register for Deck Art 2024 February 1 through April 5<sup>th</sup> at South Street Skateshop (410 Main). Registration forms will be found online at [www.downtownrochestermi.com/deck-art](http://www.downtownrochestermi.com/deck-art). The event itself is scheduled for May 9 & 10. More details to come in the upcoming months.

**DOWNTOWN DEVELOPMENT AUTHORITY BOARD MEETING**  
**January 2024**  
**Marketing Coordinator Update**

**PROMOTION**

**Farmers' Market:** We are in the early stages of planning for the 2024 season. In the coming weeks existing vendor applications will be sent out and new vendor recruitment will follow. Based on feedback of last season, I'm currently looking into hot food vendors to offer at the market, fitness and health related programming, reusable grocery bags.

**Spring Marketing kits:** Spring marketing opportunities will be sent out at the end of the month. The Spring kit will offer merchants the opportunity to sign up for advertising in In Town Magazine, Deck Art, and opportunities in relation to the Farmers' Market.

**In Town Magazine:** In conjunction with the Spring Marketing Kit – In Town opportunities will be included. That would include merchandise features, display ads and coupon ads. We will go into production in the middle of February.

**Makers' Market:** Jenna and I are working together to launch this year's Makers' Market application. In addition to working on plans in relation to the event.

**Website:** In order to streamline some of our processes I'm currently working on making modifications to our website. Allowing for holiday info to be available year-round, creating a page for our art opportunities, creating more online forms for various opportunities throughout the year for interested parties to be input into a digital database, applications. etc. Stay tuned!

\*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2023-24 AMENDED BUDGET	YTD BALANCE 12/31/2023	ACTIVITY FOR MONTH 12/31/2023	AVAILABLE BALANCE	% BGD USED
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Revenues						
Dept 000.000 - GENERAL LEDGER						
248-000.000-402.000	CURRENT PROPERTY TAXES	2,116,505.00	1,909,147.03	6,117.45	207,357.97	90.20
248-000.000-573.000	LOCAL COMMUNITY STABILIZATION	49,000.00	77,956.22	0.00	(28,956.22)	159.09
248-000.000-605.032	DDA BUSINESS DEVELOPMENT	25,000.00	41,758.00	15,607.00	(16,758.00)	167.03
248-000.000-665.072	INTEREST -MICHIGAN CLASS	100,000.00	39,582.04	0.00	60,417.96	39.58
248-000.000-676.000	ADMINISTRATIVE CROSS CHARGE	59,092.00	29,545.98	4,924.33	29,546.02	50.00
248-000.000-692.000	MISCELLANEOUS INCOME	1,082.00	0.00	0.00	1,082.00	0.00
Total Dept 000.000 - GENERAL LEDGER		2,350,679.00	2,097,989.27	26,648.78	252,689.73	89.25
TOTAL REVENUES		2,350,679.00	2,097,989.27	26,648.78	252,689.73	89.25
Expenditures						
Dept 703.000 - GENERAL & ADMINSTRATIVE - GA						
248-703.000-728.000	POSTAGE	3,282.00	249.51	0.00	3,032.49	7.60
248-703.000-729.000	PRINTING & OFFICE SUPPLIES	23,129.00	13,118.35	0.00	10,010.65	56.72
248-703.000-757.000	OPERATING SUPPLIES	2,816.00	579.74	0.00	2,236.26	20.59
248-703.000-803.000	LEGAL SERVICES	2,188.00	135.00	135.00	2,053.00	6.17
248-703.000-804.000	AUDITING	3,231.00	0.00	0.00	3,231.00	0.00
248-703.000-805.000	CONTRACTUAL SERVICES	5,129.00	0.00	0.00	5,129.00	0.00
248-703.000-805.009	CONTRACT SVCS - BUS. DEV COMM	21,202.00	23,646.57	0.00	(2,444.57)	111.53
248-703.000-805.010	CONTRACT SVCS - D.P.W.	10,056.00	0.00	0.00	10,056.00	0.00
248-703.000-805.011	CONTRACT SVCS - MAINTENANCE	24,523.00	1,375.00	0.00	23,148.00	5.61
248-703.000-805.027	CABLE CASTING	4,376.00	975.00	325.00	3,401.00	22.28
248-703.000-805.030	CONTRACT SVCS - DUMPSTERS	129,477.00	45,899.47	0.00	83,577.53	35.45
248-703.000-805.050	CONTRACT SVCS - EMPLOYMENT	1,860.00	750.00	150.00	1,110.00	40.32
248-703.000-811.000	GENERAL INSURANCE	16,133.00	0.00	0.00	16,133.00	0.00
248-703.000-850.000	TELECOMMUNICATIONS	6,637.00	3,210.45	228.81	3,426.55	48.37
248-703.000-861.002	EQUIPMENT LEASE - COPY MACHIN	17,504.00	6,907.12	0.00	10,596.88	39.46
248-703.000-863.001	PROFESSIONAL DEVELOPMENT	836.00	0.00	0.00	836.00	0.00
248-703.000-863.002	TRAVEL	1,641.00	144.76	0.00	1,496.24	8.82
248-703.000-921.000	LIGHT & POWER	44,247.00	18,926.85	2,871.73	25,320.15	42.78
248-703.000-922.000	HEAT-BUILDING	625.00	192.71	78.80	432.29	30.83
248-703.000-931.000	MAINTENANCE & REPAIRS - EQUIP	547.00	0.00	0.00	547.00	0.00
248-703.000-940.000	RENTAL OF LAND	33,487.00	16,204.14	2,755.79	17,282.86	48.39
248-703.000-940.002	RENTAL OF LAND - D.D.A. OTHER	0.00	917.40	0.00	(917.40)	100.00
248-703.000-955.002	COMMUNITY AFFAIRS- EXTERNAL	3,687.00	819.03	0.00	2,867.97	22.21
248-703.000-957.000	DUES & SUBSCRIPTIONS	3,117.00	4,089.52	295.00	(972.52)	131.20
248-703.000-963.000	MISCELLANEOUS	0.00	(12.00)	0.00	12.00	100.00
248-703.000-995.001	ADMINISTRATIVE CROSS CHARGE	123,482.00	61,741.02	10,290.17	61,740.98	50.00
248-703.000-995.004	COMPUTER RENTAL	2,167.00	1,083.50	0.00	1,083.50	50.00
Total Dept 703.000 - GENERAL & ADMINSTRATIVE - GA		485,379.00	200,953.14	17,130.30	284,425.86	41.40
Dept 729.000 - ECONOMIC DEVELOPMENT						
248-729.000-793.000	SNOWMAN STROLL	0.00	16,890.00	0.00	(16,890.00)	100.00
248-729.000-805.000	CONTRACTUAL SERVICES	225,000.00	28,389.50	0.00	196,610.50	12.62
248-729.000-963.000	MISCELLANEOUS	20,000.00	0.00	0.00	20,000.00	0.00
Total Dept 729.000 - ECONOMIC DEVELOPMENT		245,000.00	45,279.50	0.00	199,720.50	18.48



PERIOD ENDING 12/31/2023

\*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2023-24 AMENDED BUDGET	YTD BALANCE 12/31/2023	ACTIVITY FOR MONTH 12/31/2023	AVAILABLE BALANCE	% BDGT USED
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Expenditures						
Dept 900.000 - CAPITAL CONTROL						
248-900.000-974.000	SITE IMPROVEMENT	50,000.00	57,527.00	0.00	(7,527.00)	115.05
248-900.000-974.019	CAPITAL ASSETS - MAINT & MINO	200,000.00	98,718.28	6,869.00	101,281.72	49.36
248-900.000-974.121	SIDEWALK RECONSTRUCTION	12,000.00	0.00	0.00	12,000.00	0.00
248-900.000-974.210	STREET LIGHTING REPLACEMENT	250,000.00	168,400.00	0.00	81,600.00	67.36
248-900.000-974.256	BOLLARD REPLACEMENT	20,000.00	0.00	0.00	20,000.00	0.00
248-900.000-974.260	FRONT PORCH PROJECT	0.00	12,296.00	0.00	(12,296.00)	100.00
Total Dept 900.000 - CAPITAL CONTROL		532,000.00	336,941.28	6,869.00	195,058.72	63.33
Dept 965.000 - APPROPRIATIONS TO OTHER FUNDS						
248-965.000-995.203	TRANS TO MVH LOCAL STREET FUN	132,000.00	0.00	0.00	132,000.00	0.00
248-965.000-995.516	TRANS TO AUTO PARKING FUND	50,000.00	0.00	0.00	50,000.00	0.00
Total Dept 965.000 - APPROPRIATIONS TO OTHER FUNDS		182,000.00	0.00	0.00	182,000.00	0.00
TOTAL EXPENDITURES		1,444,379.00	583,173.92	23,999.30	861,205.08	40.38
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY:						
TOTAL REVENUES		2,350,679.00	2,097,989.27	26,648.78	252,689.73	89.25
TOTAL EXPENDITURES		1,444,379.00	583,173.92	23,999.30	861,205.08	40.38
NET OF REVENUES & EXPENDITURES		906,300.00	1,514,815.35	2,649.48	(608,515.35)	167.14
TOTAL REVENUES - ALL FUNDS						
TOTAL REVENUES - ALL FUNDS		3,218,626.00	2,590,724.48	69,052.61	627,901.52	80.49
TOTAL EXPENDITURES - ALL FUNDS		2,127,175.00	1,142,138.04	392,601.37	985,036.96	53.69
NET OF REVENUES & EXPENDITURES		1,091,451.00	1,448,586.44	(323,548.76)	(357,135.44)	132.72