

## -Scope of Services-

### For the City of Merced

#### July 2016-December 2017

The Scope of Services shall be performed by the Merced Main Street Association (MMSA) concerning the administration and services provided to the Downtown Business Improvement Area/District. Services shall include but not limited to the following:

#### DOWNTOWN ADMINISTRATION

- Mailings
- Newsletters
- Fund raising event coordination
- Infrastructure project coordination with the City of Merced
- Social media
- Website presence

The Merced Main Street Association (MMSA) will continue to serve as a non-government program organization to expand the revitalization efforts focusing on the three concerns of study conducted by the Alliance for Community Research and Development.

- Safety and Security
- Maintenance and Cleanliness
- Events in Downtown

#### MOVING FORWARD IN 2016-17

The MMSA will administer all of the BID funding from the taxes collected from the downtown merchants including; previously allocated BID funds and city-arranged agreements (Mercy Gulch, Cap & Town) with other community-based organizations.

The MMSA organizational structure is done in compliance with the California Main Street committee structure:

- **Organization Committee** gets everyone working toward the same goal. A governing board and standing committees make up the fundamental organizational structure of this volunteer-driven program. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. The Organization Committee plays a key role in keeping the board, committees, staff, and programs-of-work in good shape by attracting people to the organization.
  - Managing staff and volunteers – by recruiting people & supervising them
  - Promoting the program to downtown interests
  - Raising money – for projects and administration, from donations and sponsorships
  - Managing finances – by developing good accounting procedures
- **Promotion Committee** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing the district's unique characteristics to shoppers, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage

commercial activity and investment in the area. An effective commercial district promotional strategy contains three components: image promotion, retail promotion, and special events.

- Image promotion markets the downtown as a unified and vital business district.
- Retail promotion markets the quality and range of goods and services downtown provides.
- Special events and festivals are an excellent way to highlight the community's unique heritage, character and local talent.

- **The Design Committee** is key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, and visitors. Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. Main Street's physical appearance affects the decisions shoppers, investors and visitors make about the district. A commercial district's design should make economic sense as well as aesthetic sense. Design improvements can result in a sales increase, making good design a sound business investment.

- Educating others about good design—enhancing the image of each business
- Providing good design advice and encouraging quality improvements to private properties and public spaces
- Planning Main Street's development, thus guiding future growth and shaping regulations
- Motivating others to make changes—creating incentives and targeting key projects

- **Economic Restructuring Committee** identifies new market opportunities for the traditional commercial district, find new uses for historic commercial buildings, and stimulate investment in property. The Economic Restructuring component of the four-point approach involves identifying new downtown business opportunities, helping existing businesses expand, finding new uses for vacant buildings, converting upper stories to housing, office or commercial space, and improving downtown business management techniques. The Economic Restructuring Committee must develop a thorough understanding of the district's economic condition and its best opportunities, focusing on incremental changes that gradually improve the area's economic foundation and eventually make large-scale investment possible.

- Learning about the district's current economic conditions and identifying opportunities for market growth
- Strengthening existing businesses and recruiting new ones
- Finding new economic uses for traditional Main Street buildings
- Developing financial incentives and capital for building regulations and business development
- Monitoring the economic performance of the district

**Responsibilities:** As members of the Downtown business community we believe it is our responsibility to care for the Downtown district. We have vested interest here and feel a great sense duty in the work that we do for our community. That is why we make it our own personal responsibility to be great Stewards of the Downtown, assuming this responsibility; we willingly assume the burden of managing the Downtown Business Improvement funds for all of Merced.

**Accountability:** Fiscal responsibility is one of the cornerstones to successfully managing the Downtown Fund. We believe transparent accounting and open ledgers are key to garnering and maintaining trust among our peers and historic fiscal accountability.

**Reporting:** We aim to report in detail our financial plans and objectives while explaining our goals and milestones, grading ourselves along the way.

Engaging: By hosting monthly members’ mixers and board of directors meetings we aim to engage businesses and residences in the progress of our downtown community. By sharing this responsibility of what takes place in downtown our hope is to foster a sense of ownership and involve other in the stewardship of downtown.

We continue to build upon our goal of complete transparency as an organization; we will collaborate with other stakeholders and community-based organizations to openly cooperate with them for the betterment of all Merced.

**KEY DELIVERABLES/MILESTONES/TIMELINES**

We will continue to build upon the work we have accomplished and add to what areas we feel will best serve our core mission to: Safety and Security - Maintenance and Cleanliness – Events in the Downtown Area

We will also support, or continue to support, the following downtown district efforts:

- Work towards a “Welcome To Merced” Arch in conjunction with the High Speed Railroad Station
- Promote the *Non/Certified Merced Farmer’s Market*
- Support the *Merced Art Hop*
- The *Greater Merced Chamber of Commerce* contract for our administration agreement
- Continue the *Façade Grant* for curb appeal improvements
- *National Main Street Program* membership
- Continue filing for a *Non-profit 501c (6)* legal fees with the IRS.
- Host *Monthly Membership Meetings*
- Continue *Celebrate Downtown* program that was established to underwrite groups who hold events in the downtown district to cover permitting fees incurred
- Interns to assist in marketing the Downtown Core
- Website maintenance for the MMSA
- Design, Promotion, Organization and Economic Committees meet monthly
- Support *Farmers’ Market Fall & Spring Festivals* in partnership with the Certified Market and Main Street Members/Merchants
- *Holiday Decorations* acquired for the downtown district
- MMSA brochure/map designed and printed
- Printing and postage for mixers, events, school flyers and general correspondence
- Implement *Emergency Lighting Program*
- *Block by Block* Security Program
- Support the Merced Downtown Neighborhood Association
- *Merced FEAST* (Festival Engaging Agriculture Sustainability to the Table) in partnership with MCFM, Farm Bureau, California Women for Ag, Downtown Neighborhood Association and Merced College
- Thursday Night *Summer’s Street Faire*

**DELIVERABLE TOTALS**

|                                                      |               |
|------------------------------------------------------|---------------|
| ❖ MARKETING.....                                     | \$25,000.00*  |
| ❖ ADMINISTRATIVE.....                                | \$14,000.00*  |
| ❖ PROGRAMS & PROJECTS.....                           | \$53,000.00*  |
| ❖ MEMBERSHIP.....                                    | \$13,000.00*  |
| ❖ TOTAL.....                                         | \$105,000.00* |
| (*) Pending the approval of MMSA Board of Directors. |               |

**CITY STAFF LIASON**

The MMSA shall report to Development Associate Karen Baker on a monthly basis, and coordinating through Ms. Baker for City support.

**Expectations MMSA has of the City**

The City shall continue to make significant efforts to assist MMSA in every means to bolster our three area of focus: **Safety and Security - Maintenance and Cleanliness – Events in the Downtown Area.**

- MMSA will administer all of the BID funding from the taxes collected including; previously allocated BID funds the city-arranged (i.e. Mercy Gulch, Cap & Town) with other community-based organizations.
- A detailed financial review of the *BID funds*.
- Bi-annual reports detailing BID funds.
- Timely response to special requests asked by MMAS.
- Complete transparency regarding this partnership.

MMSA will continue to partner with other organizations such as: Downtown Neighborhood Association, Great Merced Chamber of Commerce and the Certified Farmers' Market who share the same vision of a strong and vibrant city core. This is not just one organization's effort but rather a partnership between business, government & private sectors.