

**DOWNTOWN DEVELOPMENT AUTHORITY
MINUTES**

August 23, 2011

There was a meeting of the Downtown Development Authority held Friday, August 26, 2011 at 9:00 a.m. in the Conference Room 116 at 301 South Ridgewood Avenue, Daytona Beach, Florida. The following people were present:

Board Members

Mr. Bob Abraham, Chair
Ms. Sheryl Cook
Mr. Joseph Hopkins
Ms. Stacey Lipton
Ms. Kelly White

Staff Members Present

Mr. Jason Jeffries, Project Manager
Mr. Bob Jagger, Deputy City Attorney
Ms. Jeanne Tolley, Redevelopment Technician
Ms. Jessica Barron, Recording Secretary

1. Call to Order

Mr. Abraham called the meeting to order at 9:00 a.m.

2. Roll Call

Ms. Olson called the roll and noted members present as stated above.

3. Approval of the Minutes of July 26, 2011

Ms. Lipton noted that on page five of the minutes, her comment about colors was not intended to be her vote of yes for having an orange logo.

Ms. Cook made a motion to approve the minutes of July 26, 2011. Ms. White seconded the motion and it was approved unanimously (5-0).

4. DBPA Request to Terminate Grant Agreement with the DDA

Mr. Abraham stated that he received a letter earlier in the morning from the DBPA that stated because of the budget cuts the DBPA Board was in a planning phase and reformatting the organization.

Mr. Abraham asked if the letter was contradictory to the termination, or supplemental to the termination.

Ms. Ritzi replied that it was supplemental to the termination. She then stated that she had a letter to present to the Board.

Mr. Abraham asked Mr. Jeffries if he had any comments.

Mr. Jeffries stated that the agreement with the DBPA allowed for termination with 90 days notice, making the actual termination date October 24th, 2011. He noted that in Ms. Ritzi's letter, the requested termination date was the end of the fiscal year, September 30th, 2011, therefore a motion would have to be made to accept the termination at the date requested.

Board Action

Mr. Hopkins made a motion to accept the new termination date. Ms. White seconded the motion.

Ms. Ritzi commented that the letter presented to the Board reiterated the letter sent previously, and it showed that the DBPA was in the process of reorganization. The letter provided detailed information about a new business plan, additional funding sources, current goals, etc. She stated that they would continue their grant agreement until the end of September. She noted that the DBPA was currently working on several projects, the Plaza Project being the largest at this time. She stated that the DBPA also had some requests. The first was a list of approved expenses that would be submitted to the DDA for reimbursement. The second request was that the DDA retain the funding of \$22,500 for the Main Street Program in the new DDA budget for fiscal year 2011/2012, pending decisions and future requests to be made by the DBPA.

Mr. Abraham stated that payment would be made, honoring the contract. He stated that use of the \$22,500 in the 2010/11 budget for the Main Street program, would be determined at a later time. He appointed himself to work with the DBPA, along with staff and the legal department. He would bring any matters requiring a decision back to the Board for a vote.

The motion was approved unanimously (5-0).

5. DOWNTOWN HOLIDAY MARKETING & PROMOTION

Mr. Jeffries stated that in light of the request to terminate the grant, he solicited an interim measure to have a marketing firm promote the marketing and promotion of Downtown during the holidays. He noted that packets distributed to the Board contained a proposal from Bullseye Marketing. He stated that the amount in the

holiday budget was \$20,000 and \$8,540 had already been billed for street decorations.

Mr. Jeffries stated that Bull's Eye has submitted a proposal based on the current budget, the highlights of which being as follows:

- Develop an e-mail list based on lists already created by other Downtown organizations and businesses.
- Provide leverage to other holiday marketing efforts in the Downtown area, such as the Halifax Art Show, the French Market, and the Holiday Parade.
- Promotional booths at the French Market, Art Show, etc. where people can sign up for the e-mail list.
- Create a website and landing page that would be tied to the e-mail list.
- Once the e-mail list is developed, use it for direct marketing of Downtown shopping and dining.
- Create an e-mail newsletter.
- General media advertising (radio, T.V.) from October to December.

Mr. Smith stated that if the DDA created an e-mail list, it would provide focus in the marketing and advertising efforts for the holiday season, and be a good way of staying in contact with patrons on a regular basis. He noted that the hope was to entice patrons to provide more than just their e-mail address, and the incentive for them to do so was the Downtown Discount Card.

Mr. Smith stated that the best e-mail lists to get were the ones that other business owners had already established. He stated that there would be an effort made to obtain these lists, and that Bullseye Marketing would sign an agreement that the lists would not be used for any other purpose. He noted that in lieu of local merchants sharing their own lists, a list of 30,000 email addresses from people who opted in could also be purchased.

Ms. Lipton asked how the list would be double-checked, and also inquired as to the demographics of the list.

There was a lengthy discussion about email lists and protecting people's privacy.

Ms. Lipton stated the best and cheapest way to promote Downtown was to create a website.

Ms. Cook asked if the landing page would serve the same purpose as a website.

Mr. Smith stated that e-mails could be created to drive people to the landing page. They could then provide their information at the landing page in order to receive the Downtown Discount Card. A website would still require some other form of promotion in order to get people to visit it.

Ms. Lipton stated that the most important aspect of promotion was the media campaign, and expressed concern over the lack of information presented about it.

Mr. Jeffries stated that the expenditure of funds must first be authorized.

Ms. Lipton asked how the expenditure could be authorized without more information.

Mr. Jeffries replied that a detailed plan would be worked out once they knew how much money they had to work with.

Mr. Smith stated that they would use two local A.M. stations along with cable TV and paper advertising.

Mr. Abraham clarified that a budget would be established, and details about holiday marketing and promotion plan would come at a later date.

Mr. Jeffries stated that he expected a list of details to come before the board in September for approval. He noted that the previous T.V. ad would probably have to be re-filmed because it had run for two years.

Ms. White asked if the e-mail list would be owned by the DDA.

Mr. Smith stated yes.

Mr. Jeffries stated that the proposed marketing budget was over the allotted budget. He noted that since the e-mail list would continue to be beneficial after the holiday season, its cost in the amount of \$8,200 could be removed from the marketing line item.

Mr. Abraham asked how much was spent on Christmas last year.

Mr. Jeffries stated approximately \$20,000 was spent, which included decorations.

Mr. Abraham asked how much was spent on decorations.

Mr. Jeffries stated \$8,000.

Ms. Lipton asked how much was spent on TV.

Mr. Jeffries stated that from November to December, \$5,000 was spent on TV. He stated that while the details had not yet been worked out, a similar amount had been set aside for TV promotion in the current budget.

Mr. Smith stated that the goal was to give the Board a general idea of what Bullseye Marketing can do then the members of the Board could decide what they

wanted. He stated that with email marketing you could measure its success rate, whereas with TV and radio, success was not so easily quantifiable.

Ms. Lipton asked if anyone had done a survey to determine how many e-mail addresses members of the Board could generate on their own. She stated that a lot of money was going to be spent on purchasing e-mail addresses that the members of the Board might already have. She noted that the DBPA already had a list of 2,000, and she had 2,500. She stated that e-mail was her number one marketing tool because it was more personal.

Mr. Smith stated that for merchants who agreed, a mini groupon could be included in the weekly e-mails. If a merchant wanted to be featured in one of the weekly e-mails, they would be charged a nominal fee then they could offer an additional discount to promote their business.

Mr. Abraham asked if there was room in the budget to accomplish all of the suggestions.

Mr. Jeffries stated yes.

Mr. Abraham stated that the Board approve the balance of the program, and whatever was determined to be a reasonable cost for developing an e-mail list and decide on details later.

Ms. Lipton stated that she liked the idea of having a booth at Downtown events. She further stated that she was not in favor of spending money on the proposed list of 30,000 e-mail addresses.

Ms. White stated that any time there was an event with a lot of people Downtown, someone should be there to collect information and put it into a database.

Ms. Lipton commented that the proposed booth should not only be for collecting e-mails, but also to provide general information about what's available Downtown.

Mr. Smith stated that one idea was to have a prize wheel at the booth. Customers would provide their contact information in exchange for spinning the wheel to win a prize donated by a Downtown merchant.

Ms. Lipton commented that she gave 20% discount coupons and \$25.00 gift certificates to get customer e-mails.

Mr. Hopkins asked how many people were on the promotional team.

Mr. Smith stated that Bullseye Marketing had four employees.

Mr. Hopkins asked Mr. Jeffries if proposals were solicited from anyone else.

Mr. Jeffries replied, no, because Bullseye Marketing was to be employed on an interim basis.

Mr. Hopkins stated that there was an RFP for an audit for \$2,500 but not for \$20,000 in marketing. He stated that the Board was in a bad position in pushing the plan through. He stated that he would like for a marketing company to present a complete marketing plan to the Board, and for the Board to either accept or reject it. He expressed concern over being forced to dissect the plan presented by Mr. Smith in order to reach a consensus.

Mr. Abraham stated that the RFP process would take too long, and that it's important to begin the holiday promotion.

Mr. Jeffries stated a formal RFP was not done for the audit, but recommendations were taken from the Finance Department.

Mr. Abraham asked if there was time to develop standards for the proposals.

Mr. Jeffries stated that it could take 3-4 months to do RFP.

Ms. Lipton stated that she was more concerned with the marketing campaign for the Art Show, the French Market, and the holiday season, and she felt the e-mail list was a separate entity. She stated that without a guideline for what the DDA wanted to do as far as advertising, she was unable to proceed with her own advertising.

Mr. Abraham advised the Board that they were being asked to establish a budget for holiday promotions, and to informally authorize Al Smith Productions and Bullseye Marketing to proceed.

Mr. Smith noted that it would primarily be Bullseye Marketing handling Downtown marketing. He stated he had great respect for Bullseye Marketing, and he believed they were a good match for the DDA. He stated that his primary role was that of an advisor.

Mr. Abraham stated that he would defer to the merchants in making the decision.

Mr. Smith stated that the allocation of the funds would be determined by Bullseye Marketing, and that there was no time left to examine a breakdown of how the funds would be spent. He noted that the campaign would begin in October.

Mr. Hopkins stated that it was his understanding that Bullseye Marketing would come back in September with a detailed breakdown, to be approved or not by the Board.

Mr. Smith stated that their commitment would already be in place to initiate the campaign in October. He stated that Bullseye must have the Board's commitment in September in order to begin the campaign in October. He asked if a special meeting could be called to go over the plan.

Ms. Cook noted that there were already two meetings scheduled for September.

Mr. Jeffries stated that there were two budget hearings in September, and generally, the regular business meeting was conducted at the second hearing. He stated there could be a special meeting at the first hearing to discuss the details of Bullseye Marketing's proposal.

Mr. Hopkins stated that there was no time to debate the proposal, and expressed concern that making changes to the plan in September could inhibit Bullseye Marketing's effectiveness.

Mr. Abraham agreed.

Mr. Hopkins made a motion to approve the budget and allow Bullseye Marketing to proceed with its plan.

Mr. Abraham stated it was his understanding the motion was to approve up to \$20,210.

Ms. Lipton commented that it was stated earlier in the meeting that \$8,000 was already being spent on decorations, and additional funds must be allocated for TV marketing.

Mr. Jeffries stated that \$20,210 would be authorized to Bullseye Marketing for the holidays.

Ms. White clarified that the amount was 50% of the total budget for Downtown for the holidays.

Mr. Jeffries stated that the idea behind the Downtown holidays was to set aside funds for marketing of the holidays, plus the decorations.

Mr. Smith stated that the numbers provided could go down, depending on the cooperation of local merchants in compiling an e-mail list. He noted that the human resource number of \$3,150 was based on covering eight to ten Saturdays at the Farmer's Market, three French Markets, two days at the Art Festival, and Biketoberfest. He stated that it may be possible to lower that number as well.

Ms. Cook asked how the discount cards would be made available.

Mr. Smith stated they would be sent in the mail.

Mr. Abraham clarified that the motion was to authorize the expenditure of \$20,210 to be paid to Bullseye Marketing for the holiday promotion, to be used in accordance with the drafted proposal placed before the board.

Mr. Jeffries added that the expenditure included creating the e-mail list and the media promotion.

Ms. White agreed with Mr. Hopkins that it was not possible for the Board to micromanage the work of Bullseye Marketing. She commented that it was important for the public to see leadership from the Board over the next couple of months, so it was important to move forward with the plan. She added that she would like to see the current numbers pared down as well.

Mr. Jeffries stated that there was \$11,000 remaining in the holiday budget, and another \$10,000 would be pulled from the other two budget lines.

Ms. White stated that she wanted to make sure there was enough money to give to whoever answered the RFP.

Mr. Hopkins asked Mr. Smith if it was possible to lower the amount to \$15,000.

Mr. Smith replied that Bullseye Marketing would want some direction from the Board as to what it wanted. He acknowledged the Board's desire to not micromanage Bullseye Marketing's work, but expressed concern over setting high expectations and not meeting them.

Ms. Lipton expressed concern over giving the money to Bullseye Marketing without meeting the person who would oversee the project. She agreed with other Board members' comments regarding cutting the budget. She also asked for an opportunity to prioritize how the money would be spent.

Mr. Abraham noted that the variable cost in the budget was in the development of the e-mail list. He stated that if the Board opted to save money in this area, it may result in a less effective e-mail list. He stated he did not believe it was possible to save money on media advertising.

Ms. Lipton stated that she wanted to make sure the money for advertising was spent on several different forms of media, and expressed concern that the Board had not yet been presented with graphics or a theme.

Mr. Abraham asked the Board if they had any suggestions for prioritizing budget.

Ms. White stated it was very important to be clear that the list of contact information compiled belonged to the DDA regardless of who the RFP went to.

She stated she would forego the purchase of the 30,000 e-mail addresses because there is no guarantee that it would have the desired effect. She commented that it was also important for the Board to maintain a presence at the upcoming holiday events.

Mr. Hopkins asked if the landing page and newsletter would be lost if the Board decided not to purchase the e-mail list.

Mr. Smith replied that the \$2,500 was for buying the e-mail list.

Ms. Cook suggested that Bullseye Marketing give members of the Board a generic marketing e-mail, which could then be edited to include each individual business's information before sending it out to their own mailing lists.

Mr. Hopkins asked how the plan would be disseminated to other merchants who had their own e-mail lists. He stated that for the plan to be effective, Bullseye Marketing needed to go to all Downtown merchants to get them involved.

Mr. Smith stated that Bullseye would need a letter of support from the DDA in order to have credibility when making contact with other merchants.

Mr. Jeffries suggested that staff put together a letter to Downtown merchants to let them know of the DDA's plans.

Mr. Mario Stemburger stated that for a nominal fee, the marketing agency could create a broadcast for each merchant to send out to their own mailing list. He stated he was concerned that the Board was paying for an e-mail list that could possibly be taken away that as the intellectual property of another, as had happened in the past.

Mr. Stemburger also suggested promotional placemats or table tents in Downtown restaurants and bars for six weeks leading up to the Art Show. He stated that placing signs throughout the Downtown area directing people to the Art Show would also be beneficial.

Mr. Abraham suggested splitting the motion into two actions, the first being to determine the amount of money that the Board is willing to spend.

Mr. Hopkins stated that the Board was going through the list to see where the numbers could be lowered. He noted that \$2,500 has already been cut, and suggested continuing to go through the list.

Mr. Smith stated that if the Board elected not to purchase the e-mail list, merchants needed to cooperate in sharing their own mailing lists in order for the plan to move forward quickly.

Mr. Hopkins commented that Bullseye might be affected without the purchase of the e-mail list.

Mr. Smith stated he was unsure how Bullseye would be affected by the decision not to purchase the e-mail list.

Ms. Lipton stated there was more to the marketing plan than e-mails. She noted that a marketing plan must be in place in order to disseminate information about holiday plans for Downtown. She stressed that print and other media should be given high priority in accomplishing that.

Mr. Abraham expressed concern that instead of accepting the holiday marketing plan as presented, members of the Board were trying to negotiate changes to the plan with Mr. Smith, even though he was not in charge. He stated that the Board should either authorize the plan or reject it.

Board Action

Mr. Hopkins made a motion to allocate \$15,000 for the plan. Ms. White seconded the motion.

Ms. Cook requested that before the September meeting, the Board be provided with more detailed information about Bullseye's marketing plan.

Mr. Smith stated that members of the Board would be provided with the information before the September meeting.

The motion was approved unanimously (5-0).

6. Request for Proposals (RFP) to Manage Downtown & Marketing Promotions

Mr. Jeffries stated that if the Board wanted to issue an RFP for a marketing firm to manage the marketing in the long term, there is a two-step process to accomplish that: first, establish an interim plan for the holidays; then, issue another RFP.

Mr. Jeffries stated that if members of the Board wanted to pursue the RFP, staff would need to draft a more specific proposal for the September meeting. If the Board wanted to make a decision in October, proposals would have to be submitted by October 7th.

Mr. Jeffries suggested using the current plan as a guide, revising it and adding new demographic information from the Bob Gibbs study. The plan outlined the following:

- A media placement strategy, including the development and maintenance of a website

- Determining the appropriate marketing message
- Building on branding
- A promotional plan to tie marketing into Downtown events
- A public relations campaign

Mr. Jeffries stated that another key aspect of the plan was figuring out how to transmit the information to other Downtown merchants, noting that it is important to maintain communications between merchants and the DDA.

Mr. Abraham asked what portion of the budget the plan would most likely encompass.

Mr. Jeffries stated it would be \$120,000 annually, including \$7,500 authorized for SEE Magazine.

Mr. Hopkins recommended that staff work directly with the Partnership to formulate a draft RFP for September.

Mr. Abraham asked if it was feasible for an RFP draft to be complete by September.

Ms. Cook asked Mr. Jeffries for clarification on when the project would begin.

Mr. Jeffries stated that he listed November 1st as the start date because the person or firm that gets hired would be putting together a placement strategy and revising the marketing plan while the interim marketing firm would handle the holiday season. The plan would not be officially implemented until January.

Mr. Abraham commented that funds from the next fiscal year would be part of the new plan.

Mr. Jeffries stated yes. He stated that tying a contract to the City's fiscal year was not critical for what the Board was trying to accomplish.

Ms. White suggested that under the proposed function or duties of the marketing individual or firm, number three, page 18, brand development should be included.

Mr. Jeffries stated that the thinking behind the language of the plan was that determining the brand will have been completed before November 1st. He noted that staff was continuing to revise the plan based on the Board's comments from the previous meeting, acknowledging that brand development expanded beyond creating a logo.

Ms. White commented that whoever was selected in the RFP process should be given the freedom to go forward, and possibly update the Board on a quarterly basis. She noted that in order to give the selected entity the freedom, the Board

should take its time during the selection process to ensure that they know the direction they wish to take, and were able to accomplish their goals.

Ms. White expressed her hope that the Board could get to a point where less time was spent on going over the specifics of the plan.

Mr. Jeffries stated he expected the same things of the person that got hired.

Ms. Cook expressed concerns regarding next year's budget. She asked if it was possible to do RFPs that stop a certain date, with a contingency in August pertaining to performance.

Mr. Jeffries stated that June might be a better date because by June there was an idea of what the revenue would be for next year. He commented that by the May meeting a decision could be made regarding contract renewal for the following year, starting June 1st.

Ms. Lipton stated that if someone were hired by January, they could start holiday planning right away, thus eliminating a rush to finish the planning later in the year.

Ms. Cook stated her main concern was seeing what the budget did, specifically the dollar figures for October/November/December.

Ms. White suggested being conservative in giving the budget to the new marketing entity, noting it would be unwise to get into a situation where the Board was spending money that it did not have.

Ms. Lipton stated that good marketing did not necessarily mean one must have large media buys, noting that a good, creative marketer could accomplish a lot without spending a lot of money.

Ms. White stated that if the market was strong and the DBPA had more staff, they might be able to answer the RFP.

Mr. Abraham stated that he had the same thought. He commented that in terms of the RFP, the memo provided to the Board was very detailed. He noted that if the Partnership might be a responder to the RFP, it should not be involved in determining what the criteria were.

Board Action

Mr. Hopkins made a motion to direct staff to prepare an RFP for the 2012 calendar year.

Mr. Abraham noted that the RFP should be prepared according to the guidelines presented in the memo.

Ms. Cook seconded the motion and it was approved unanimously (5-0).

Mr. Jeffries stated that he would work with the purchasing department to develop the RFP, then present the document to the Board for approval at the September meeting.

7. DBPA Update

Ms. Weiss asked if there were any questions about the update outline provided. She noted that the trolley brochures had been distributed to hotels, Downtown businesses, and the welcome and visitor centers.

Ms. Lipton asked how many brochures were printed.

Ms. Weiss replied that 15,000 brochures were printed, and approximately half of them have been distributed. Additional brochures could be picked up at her office.

8. Staff Update

Mr. Jeffries stated that the Board already had the memo outlining what occurred at the Redevelopment Board meeting. He stated that Dennis Raposa was still working on the review of grant expenditures from 2009/2010 and had been in contact with the Partnership and John Myers. He stated that the report would be on the September agenda.

Mr. Jeffries stated that staff was still working on comments from the last meeting, and they would be addressed at the September meeting. He noted that there would be requests for assistance with the French Market.

Ms. Lipton stated there was still money left over from the last French Market, which was being used as seed money.

Mr. Jeffries noted that the money came from fees collected.

Ms. Lipton commented that there was a report indicating that the French Market raised \$14,000 in the last six events.

Mr. Jeffries stated that the fees collected through the French Market went through the Cultural Services Department.

Ms. Lipton advised that upcoming French Markets would be slightly different with each Market and she hoped to partner with the Farmer's Market to do a Fall

Festival on October 29th. She stated that she hoped to keep the events on the same day every year. She stated that she was also partnering with Lieutenant Newcomb from the Daytona Beach Color Guard for an Antique and Classic Show in the park. She was also working with Leisure Services to coordinate their Christmas efforts.

Mr. Jeffries asked how the Board wanted to handle September meetings. He noted that budget hearings be the first and third Wednesdays in September.

Mr. Abraham suggested that the issue of branding be handled in a special meeting.

Mr. Jeffries suggested that any other special holiday items that come up be addressed in the same special meeting.

Ms. Weiss asked at which meeting the audit would be discussed.

Mr. Abraham replied that it would occur at the regular morning meeting on September 27th.

Mr. Abraham stated that the Board would hold its regular meeting at 8:00 a.m. on September 27th. He advised the board to be prepared to hold a special meeting to discuss the holiday marketing plan, pending notification from Mr. Jeffries.

Ms. Cook stated that if the Board received discussion items before the meetings, they would be better prepared to discuss them.

9. **Public Comments**

Ms. Weiss advised the Board that the DBPA was still doing fundraising for the Plaza Project. They had collection jars in stores, for bricks, and sponsorships. She stated that more information about the project was available on the front page of the DBPA website, <http://www.daytonadowntown.com> or <http://www.downtowndaytonabeach.com>.

Ms. Lipton suggested making the brick forms more easily accessible to merchants and other interested parties.

Ms. Weiss stated that she would look into making brick forms available at the Chamber front desk.

Mr. Stemburger congratulated Ms. Lipton on the success of the French Markets. He stated when she first presented the idea he did not think it could be done but she had worked hard and every Market had been successful bringing many people to the Downtown.

Ms. Lipton thanked Mr. Stemburger for his comments.

Ms. White stated that she would like to see the Board get coffee and refreshments from a Downtown business instead of a major chain. She also asked for an update on the kiosk directories.

Mr. Jeffries replied that a draft of the directory was received, but in need of a few corrections. The draft received was ¼ inch too big to fit into the kiosk.

Ms. White asked if the directories would be weather resistant.

Mr. Jeffries stated yes.

Ms. Cook commented that the draft looked very good.

Mr. Jeffries noted that in the draft received, he felt that the bars were highlighted too much so they were moved to the restaurant category.

Ms. Lipton commented that for people who were not familiar with the area, Downtown could be difficult to navigate. She stated that in future, she would like to see each business color coded to match the colors on the kiosk directories. For example, a green section on the directory would be represented by green flags on the corresponding street.

Mr. Jeffries replied that the City was currently working on a directional signage program, noting that the plan would include signs that provided directions to parking lots.

Ms. Lipton asked if a date had been selected for the ISB meeting.

Mr. Jeffries stated no.

Ms. Lipton stated that there was a new clothing business moving in next to Carousel Antiques, and it would hopefully open at the end of October. She noted that an attorney also moved into the area, and his wife had plans to offer \$100 weddings in the gazebo on North Beach Street. She suggested that some maintenance be performed on the gazebo because the weddings could be good P.R. stories.

Mr. Jeffries stated he would contact the maintenance staff.

10. Adjournment

There being no further business to come before the Board, the meeting was adjourned at 10:57 a.m.



Bob Abraham, Chairman

not available for signature
Jessica Barron, Board Secretary