

**DOWNTOWN DEVELOPMENT  
AUTHORITY  
MINUTES  
November 8, 2011**

There was a special meeting of the Downtown Development Authority held Tuesday, November 8, 2011 at 8:00 a.m. in Conference Room 149B, 301 South Ridgewood Avenue, Daytona Beach, Florida. The following people were present:

**Board Members**

Mr. Robert Abraham  
Ms. Sheryl Cook  
Mr. Joseph Hopkins  
Ms. Stacey Lipton  
Ms. Kelly White (arrived at 8:30)

**Staff Members Present**

Mr. Reed Berger, Redevelopment Director  
Mr. Jason Jeffries, Project Manager  
Mr. Bob Jagger, Deputy City Attorney  
Ms. Joanne Flick, Purchasing Agent  
Ms. Jeanne Tolley, Redevelopment Technician  
Ms. Beth Berry, Recording Secretary

**1. Call to Order**

Mr. Abraham called the meeting to order at 8:02 a.m.

**2. Roll Call**

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

**3. 2010/10 Year End Financial Statement**

Mr. Jeffries presented the year-end report and stated that transfers needed to be done in preparation for the annual audit done by Finance. He stated that \$3,000 needed to be transferred from Projects to Professional Services for payment of the Dennis Raposa contract. He stated that the DDA had authorized payment of DBPA salaries but salaries did not relate to events or marketing, therefore, \$2,000 needed to come out of \_\_\_\_\_.

**Board Action**

Ms. Cook made a motion to approve transfers for the year-end financial statement. Mr. Hopkins seconded the motion and it was approved unanimously (4-0).

Ms. Cook presented a plaque from the Halifax Art Show that was presented to her for the DDA thanking them for their continued support.

Mr. Jeffries stated that the plaque could be displayed in the lobby of the Development Services Department.

Ms. Cook stated that something needed to be done about parking for vendors because her employees had no place to park when they came to work on Saturday during the Art Show.

Mr. Jeffries stated that the vendors would be given a map showing them where to park and staff would work with the Police and Cultural Services. He stated that trailers could be parking in the City parking lot on Magnolia Avenue next to the Cellar Restaurant and artists could park their cars in the City Hall Parking Lot.

**4. Discussion: Farmers Market**

Mr. Jeffries stated that the meeting was a follow up to a prior special meeting when the Board was told the City Commission would be issuing an RFP for management of the Farmers Market. The Commission directed staff to issue the RFP and he was working Joanne Flick from Purchasing. He stated that the Board had expressed an interest in responding to the RFP and Cheryl Kelley was interested in working with the DDA on submission of the proposal.

Mr. Abraham stated that the Board was not equipped to operate a business and he asked how the Board felt about it.

Ms. Lipton asked what would happen if Ms. Kelley continued to do a good job running the Market and there was a profit.

Mr. Berger stated that he had operated a government market and they put the profit back into the market and reinvested in promotion of the market.

Mr. Abraham asked what would happen if there was a loss.

Mr. Berger stated that they would try to make up the loss the next year by raising fees or the DDA would have to make it up.

Ms. Cheryl Kelley stated that she would like to see the market manager salary be a percentage of sales which would prevent the market from having a huge loss.

She stated that there had not been huge losses or profits but the DDA structure allowed for profits to go back into the Market. She stated that the Market had not had its own budget in over 5 years and many people did not know the Market even existed because they had not been able to do any advertising or marketing.

Ms. Lipton stated that the Board had not seen any records in years and asked if there was currently a profit.

Ms. Kelley stated that they were taking in \$2,000 per month and expenses, including the market manager salary, were \$1,000 (excluding insurance) so there was approximately \$1,000 profit. She stated that she had been getting at least 3 phone calls per week from vendors wanting to be at the Market. She stated there had never been a budget for office expenses so she worked from home and paid for ink cartridges, paper, etc. as well as paid to print flyers. She stated that she would like to do a big once a year marketing push.

Ms. White asked how much rent the Farmers Market paid to the City for the use of City Island.

Mr. Jeffries stated the rent was \$125/month. He stated he would put together a budget which would be part of the proposal. He stated that the revenue would cover expenses including the market manager salary and there would be enough left to do some marketing.

Mr. Abraham asked how much the DDA would need to set aside for potential losses.

Ms. Kelley stated that if she operated the Market with zero money to reinvest it would still grow. She stated that talk among the vendors was that the Market was improving so they were calling her to get a space and a year ago she could not get any vendors to come in. She stated it would be good if there was \$3,000 - \$5,000 to cover the hardest time which was the summer. Also, she wanted to come up with an incentive to try to get vendors to stay through the summer by lowering the summer rates but increase the rates during the 3 strongest months. She stated that there needed to be a management tent and if there was a laptop the manager could work while sitting at the Market.

Mr. Abraham asked what the impact of the Holly Hill market had been as far as competition and viability of the City Island Market.

Ms. Kelley stated that the Holly Hill market was not going to make it. She stated there were risk factors and things you did not do when opening a market and one was to not open a market using a phased approach but open as large as possible and they opened small. In addition, the Holly Hill market was only open on Friday nights and that was not a time when someone wanted to go to a farmers market.

Mr. Abraham asked what the value of the City Island was to the Downtown. He stated he understood there was a lack of interaction between the Market and merchants and customers did not shop at the merchants on Beach Street but went to the Farmers' Market then left the area.

Mr. Berger stated that in the past there had been talking about moving the Market closer to Downtown but the vendors did not want to move. He stated the challenge was connecting the Market to Downtown through signage or events.

Ms. Kelley stated that having the market under the DDA was positive and allowed for the potential of implementing positive growth between the two. She suggested an archway or entryway from Beach Street which would help the Market but would also make it feel like the entryway to the Market was on Beach Street. She stated they also would be having more special events along the river which would also make it a Beach Street. She stated she wanted to try to make the Farmers' Market a destination because the best markets were a destination. She wanted to change winter hours from 8:00 a.m. to 4:00 p.m. rather than just 8:00 a.m. to noon or 1:00 p.m. She wanted to have lunch vendors so people could go to the Market and stay awhile. She also wanted to have brochures to hand out to let people know what was on Beach Street. Ms. Kelley stated there was a missed opportunity that they could not accept food stamps so she would be working on a grant that would allow for the Market to accept food stamps so that those people could shop and buy fresh produce.

Mr. Abraham stated his main concern was to budget adequately for potential losses and approach it by planning for the worst. He was not voicing opposition to the idea but wanted to make his concerns known. He stated he felt there would be good staff support and the Market would succeed and benefit Downtown but they had to plan for the worst.

Mr. Berger stated that if the DDA made a proposal and looked at all possibilities they could withdraw at anytime because there would be negotiations to go through with the City.

Ms. Flick stated if the DDA was selected but could not work out an agreement they could withdraw their proposal.

Ms. Cook stated that she had met with Ms. Kelley, Mr. Berger and Mr. Jeffries and she felt the DDA was changing and it was the perfect opportunity to bring the Market under the DDA. She stated that her dad, Tom Cook, and Sam Dunn started the Market so she wanted it to continue to be successful. If they did not have someone like Ms. Kelley, and what she had done in a year with no help, no support and do what she did, she would say they should not take on the Market. However they saw what could be done without any marketing and the farmers get

along with Ms. Kelley and they like what has happened so she felt they would be missing out if they did not respond to the RFP.

Mr. Hopkins stated he did not think they should pass up the opportunity and thought they could increase the revenues. He thought the DDA should control the Market with Ms. Kelley's help he was not all afraid it would not be successful.

### **Public Comments**

Mr. John Nicholson, 413 N. Grandview Avenue, stated that he had been to three different meetings and three different topics had come up, two of which were advertising and management. He stated the Board needed to look at why they were discussing the RFP and what the problems were initially. He heard that money came in at a certain time of year that could have been used for advertising and it was not. He stated that the DDA gave money to the DBPA so they were already contributing to it. The value of the Market to the Downtown was that people from Port Orange and Ormond Beach who went to the Farmers' Market saw the stores so when they needed something they would remember the stores on Beach Street.

Ms. Kelley stated that expenses for the Market would not exceed \$1,000 per month. She stated she had contacted people about forming a Farmers' Market committee and had a very positive interest. The committee would not have a lot of authority but they could make recommendations.

Mr. Abraham asked if there was a committee if it would be an advisory committee to the DDA.

Ms. White stated there had been a DBPA sub-committee and the Market needed to be independent and not suppress an organization. She wanted to be sure there was always support in the Farmers' Market.

Mr. Jeffries stated that if the Market came under the DDA it would come under government accounting with separate funds and account for the revenue coming in and expenses going out so there would be accountability which had been missing in the past.

Ms. White stated there would be accountability but 10 years down the road she wanted to be sure money was not transferred from one account to another but was being reinvested in the Market.

Mr. Jeffries stated there would be City oversight that had not been there in the past.

Mr. Abraham stated a program with guidelines and a mission statement could be established.

Ms. White agreed and thought there should be a mission statement and values set up.

Mr. Jeffries stated he would work with Ms. Kelley on the proposal and he would check on certain items with the Finance Department and Risk Management.

Mr. Abraham stated if it was the consensus of the Board to move forward Ms. Kelley indicated she would assist in the development of the RFP and if the DDA was selected Ms. Kelley would be the Market manager.

Mr. Jagger stated he would put together a contract for the Board's consideration.

Mr. Abraham stated the contract would also include compensation which Ms. Kelley had suggested a minimum salary with a percentage based on the revenue which bothered him because revenue was different than profit and it was possible to generate revenue with no profit.

Mr. Jeffries stated he would work on the budget with Ms. Kelley and look at the base revenue.

Mr. Abraham stated there was not a lot of time for a response and asked how the Board would review the contract.

Mr. Jeffries suggested the Board designate one Board member to work with he and Ms. Kelley.

Ms. Flick stated that once the RFP was issued it would be out for 14 days.

Mr. Jeffries stated that the regular meeting was scheduled for November 22<sup>nd</sup> so it would be on the agenda for formal approval.

Mr. Abraham stated that they were also reviewing the marketing firms at that meeting so they could possibly have a special meeting for the RFP.

Mr. Hopkins stated that he did not think a special meeting would be needed.

### **Board Action**

Ms. Cook made a motion for the DDA to respond to the Farmers' Market RFP. Ms. Lipton seconded the motion and it was approved unanimously (5-0).

Mr. Hopkins made a motion to accept the proposal from Cheryl Kelley to work with the DDA on the proposal of the RFP. Ms. Cook seconded the motion and it was approved unanimously (5-0).

Mr. Abraham designated Sheryl Cook to work with Mr. Jeffries and Ms. Kelly on the proposal to the RFP which would be formally presented to the Board at the November 22<sup>nd</sup> meeting.

Ms. White asked if she would be able to vote on the RFP as a City Commissioner after voting on it as a DDA member.

Mr. Jagger stated she would have a conflict as a Commission member. He stated he would talk to the City Attorney to confirm his decision.

**5. Evaluation of Proposals for Downtown Marketing and Promotions**

Ms. Flick stated that the Board would be making a selection of a firm to do Downtown marketing and promotions. She asked the Board to sign the sign in sheet and visitors to sign under "Others in Attendance". She asked the Board to score the proposals from 1 – 5 and explained the ranking process. She explained that the meeting was a public meeting so the public attendance was welcome but they would not be able to speak.

Mr. Hopkins stated that everyone had score sheets and suggested everyone submit their score sheets then they be tallied rather than go through item by item. He stated he did not think they needed to debate every criteria for every firm but would rather debate the firms that met the criteria.

Ms. Flick stated that it would normally take an hour to come up with a consensus and the reason the City did it that way was to come to a consensus score. However, the DDA was a different body and could proceed however they wanted to.

Ms. Cook suggested that Ms. Flick and Mr. Jeffries tally up Board scores and try to come up with the top three then they could discuss each one.

Ms. Lipton stated that she weighted her scores and when she was done there were firms only five points apart.

Mr. Jeffries asked if everyone knew their top three firms.

Ms. White stated she knew her top three.

Mr. Abraham stated that he did not weight his scores but he knew his top three.

Mr. Jeffries suggested each Board member indicate their top three firms then they could decide how to continue.

Ms. Flick stated her normal method would only work if every board member scored every criteria for every firm.

It was the consensus of the Board to submit their score sheets then Ms. Flick would tally up the scores to come up with the top three firms for discussion.

Mr. Jeffries stated he had called references for the marketing respondents and he did not hear any overwhelming negative comments although there were some issues. He stated that once the Board figured out their top three he would share information from the reference checks. He stated he also asked if there were full service firms and some were not.

Mr. Abraham stated that the scoring could be misleading because a firm could be a five on thoroughness but a one on budget and budget was only a 10% factor.

Ms. Lipton stated that some did not explain what they would do for a certain amount of money.

Mr. Jeffries stated that one firm called him with a question but he had referred them to Ms. Flick because questions had to be submitted in writing and the answer went out to all firms. He stated that there were some deviations among the Board rankings as follows: Bulls Eye was in the top three for four Board members, Gold was in the top three for three Board members, Florida Marketing was in the top three for two Board members, Genius was in the top three for two Board members, A-5 was in the top three for two Board members and Kelly Beasley was in the top three for two Board members. He stated that Gold was from Ponte Vedra and had done a lot of work in Ocala. He asked the Ocala firms if distance had been a problem and it had not been for any of them.

Ms. Cook stated that Gold's proposal said they did not charge for travel time or expenses but A-5 did charge for travel time.

Mr. Jeffries stated that top three scores were Bulls Eye, Genius, and A-5 but Gold was just a few points below A-5.

Ms. Flick stated that if there were five points between firms three and four then #two was only five points below #3, the Board would not want to break between any of those and would interview the top four. Since three and four were so close unless the Board decided to only interview two and have a break between Genius and A-5.

Ms. Lipton stated she was concerned that A-5 wanted to charge for travel and would charge every time they came to do a presentation.

Mr. Jeffries stated that it was very clearly indicated in the submittal that there was a cost for proposals.

Ms. Flick stated that travel cost could be a negotiated issue.

Mr. Abraham stated that the most affordable firms did not rank high enough. For example he was most impressed with the Bulls Eye proposal except for their budget.

Mr. Jeffries stated that one criteria in the RFP that was issued was how to leverage funds so that criteria should be part of the presentations.

Ms. White asked about comments from the references.

Mr. Jeffries reviewed references as follows:

Bulls Eye – Sunset Harbor said they did email blasts, newsletter, PR, and they had a system that would alert them when an article was written about Sunset Harbor. Bulls Eye did not create the Sunset Harbor website but they handled content management, created graphics (not logo) social media, were involved in radio buys and they were very satisfied with Bulls Eye. Bulls Eye worked for Ocean Walk doing direct mail, email blast every 3 – 4 weeks with 60,000 email addresses and they were very timely and responsive and they were highly recommended for what they were doing. Jack Holcomb, general manager for the Chevrolet dealership in New Smyrna Beach said that Bulls Eye did all of their media buys, direct mail and he was happy with how they targeted direct mail. He said they did his graphics and design (did not design the website) and were very timely and professional. Mr. Jeffries scored Bulls Eye a 4.

Genius – Talked to one reference and was ranked excellent and highly recommended. They were very detail oriented but were not involved in any production work however they were involved in media buys. He could not reach Universal Orlando who was listed as a reference. Mr. Jeffries scored Genius a 3 because they had only done a select amount of marketing for the one firm he spoke to.

A-5 – Talked to one reference, Forest Park Chamber person who said A-5 designed their website, ad campaign, graphic design, and print ads but they did not have a budget to do media buys. A-5 promoted the business community, not just retail. The Chamber was very satisfied and said A-5 did their work in a timely manner.

Ms. White stated she talked to someone in Oak Park who had worked with A-5 for a year and a half and they did mostly design work and took more time than Oak Park wanted. She asked if they would continue to use A-5 and was told yes.

Mr. Jeffries scored A-5 a 4.

Genius – Matt Dunn, Executive Director of Marion County Visitors Bureau said Gold was a full service ad agency with a \$750,000 budget. They did research for

the Visitors Bureau, creative graphics, PR, they had staff writers, did media, built the website, social media and were developing an iPhone application. The Visitors Bureau was very satisfied with Gold's skills. Gold did a lot of media buys so they had the opportunity to piggyback on other contract to do bulk buys. They were very timely in their work and the Visitors Bureau was very satisfied with their work. Talked to a marketing manager with Kid Central who said they had been using Genius for several years and gave them high marks for design. They did print work including flyers and an annual report, educational campaigns, web design, and social media. The marketing manager said they did not have a problem with distance and said Gold had monthly meetings with them and communicated by emails. They did media buys for Marion County but Kid Central did not have the money to do media buys. They were high satisfied with all work done by Genius. Mr. Jeffries called a number on the proposal for Citrus County and got Emergency Service so he marked them down because they could not get the numbers correct.

Ms. White stated she also got a wrong number.

Mr. Abraham asked how many firms the Board wanted to interview.

Ms. Lipton stated she wanted additional information from the companies.

Ms. Cook asked if A-5 would charge for travel.

Ms. Flick stated it was in the RFP that the City would not pay for travel.

Mr. Jeffries stated that A-5 had an office in Tampa but their home office was in Chicago.

Mr. Abraham stated the top four firms were Genius, Bulls Eye, A-5 and Gold.

### **Board Motion**

Mr. Hopkins made a motion to interview the top four firms. Ms. Cook seconded the motion.

Mr. Jeffries asked if the Board had specific questions so they would make their presentation focused on the proper work plan and budget.

Ms. White asked how much money was in the budget for the Main Street program.

Mr. Jeffries stated that there was \$22,500.

Ms. White stated that if the DDA was only working with one entity and no other organizations then possibly the marketing firm could use those funds.

Ms. Lipton agreed. She stated if companies had different strengths if two companies could be used.

Mr. Jagger asked if the RFP allowed for two firms.

Ms. Flick stated no. The RFP stated "shall award one contract."

Mr. Abraham stated that in order to use two firms they would have to reject all submittals then start negotiating individual contracts.

Mr. Jeffries stated they needed to meet again with the DBPA to see what they were doing because they had asked that the funds be held for them.

Mr. Jagger stated that they could not deviate from the RFP unless they rejected all submittals and started over.

Ms. White stated if there was no merchants association then someone would need to work more closely with the merchants.

Mr. Jeffries stated that was outside the scope of the RFP. He explained that the purpose of the RFP was to hire someone with a firm with a marketing background. The DBPA had indicated they were doing a new business plan but he had not seen anything so he would check with Mr. Lassiter. He stated he was concerned about the Genius proposal because they had teamed with a local planner and had done a lot of research but there was an overlap in what staff was doing with Bob Gibbs.

Ms. Cook stated that Genius had a local planner on their team and the Board already had Jason as their planner so that would cause an overlap working on the Gibbs Report and the Redevelopment Board.

Ms. White stated if the DBPA did not come up with anything it would mean more money for marketing.

Mr. Abraham asked if Mr. Jeffries was clear on what to tell the firms.

Mr. Jeffries stated that he would have them focus on their work plan, the budget and reiterate the \$75,000 budget and how they would leverage the funds, and he would ask for samples of their work.

Ms. Lipton stated she wanted additional details as to what they would do.

Mr. Abraham stated the firms needed to understand that the \$75,000 was all inclusive.

Mr. Jeffries stated that Bulls Eye and Genius understood.

Ms. Cook stated that they already had a branding so the firms would not need to do that work. She stated that some did not include what was required in the RFP such as the anti inclusion statement and the drug free workplace.

Ms. Flick stated that those were minor issues and people did not include them however the top four firms did.

Mr. Jeffries stated that he would set up interviews giving the firms 15 minutes for their presentation and 15 minutes for a question and answer period.

Ms. Flick confirmed the presentations would focus on budget, work plan and leveraging funds to maximum effectiveness, samples of website, news print and brochures, media and social media and a timeline. The presentations would be 15 minutes with 15 minutes for questions and answers and they would be on a first come first serve basis for whoever called back first.

Ms. Cook asked if the firms would be allowed to sit in on each others presentations.

Ms. Flick stated that the public records laws had changed recently so she would check to be sure.

Ms. Lipton stated she preferred they not be able to.

Mr. Jagger stated they would need to comply with the law and he would let the Board know.

### **Board Action**

The motion was approved unanimously (5-0).

Mr. Jeffries stated the score sheets would go into the records of the Board meeting.

Ms. Lipton stated that at the last DDA meeting she had asked the DBPA if all of the commitments had been taken care of and they were told yes. She stated that Naomi Weiss had an agreement with the News Journal that she would spend \$7,500 for advertising during the fiscal year and they, in turn, gave her a \$3,000 sponsorship check and she did not know where that money was. She stated it was November 7<sup>th</sup> and only \$1,200 of the \$7,500 had been spent.

Mr. Jeffries stated that the new News Journal account manager for Downtown was trying to track them down had indicated it looked like only between \$1,200 and \$2,000 had been spent. He also had met with the News Journal representative

the day before and he was concerned that the sponsorship check had been given to the DBPA and there was an unfulfilled obligation of approximately \$6,000 due the News Journal. He stated that the News Journal had indicated they would do the gang page for November 12<sup>th</sup> but the agreement was with the DBPA so the News Journal needed to talk to Cindy Ritzy and Sans Lassiter.

Ms. Lipton stated she was concerned about what else might come up and the DDA would be responsible.

Mr. Abraham stated the DDA would not be responsible.

Ms. Lipton stated that she was upset because the News Journal did a lot for Downtown with discounts for the gang page and that was the second year that Ms. Weiss did not fulfill her obligation.

Mr. Abraham stated that they needed to ask the News Journal for a full accounting in writing.

Mr. Jeffries stated that he had already asked for that.

Mr. Abraham asked that Mr. Jeffries report back to the Board as soon as he received the accounting.

Ms. Cook asked when the timing for the \$7,000 started.

Mr. Jeffries stated it started in August 2010 and would have run through the previous fiscal year and because the DBPA had not fulfilled the agreement there was supposed to be a verbal agreement by the News Journal to extend it to the end of the current year. He stated that the DBPA had said they might turn it over to the DDA but there was concern because the News Journal said the \$3,000 had been given to the DBPA and only about \$1,200 had been spent in ads.

Mr. Abraham stated they needed to get the facts from the News Journal and let the DBPA respond.

Ms. Lipton stated she was concerned about being associated with someone who could not be on the up and up.

Mr. Abraham stated that the DDA had no formal relationship with the DBPA so they needed to get the facts and go from there.

Ms. Lipton stated there had been a push in business since September and there was still no brochure for the Downtown. She stated she had done one 3 years ago but it was very out of date so if people not in the brochure contributed \$100 they could get a brochure done in 3 or 4 weeks. She stated she did not want to do anything on her own without Board approval but they needed to have something

for the busiest time of year. She stated they previously printed 25,000 and they were all gone.

It was the consensus of the Board to go ahead with the brochure.

Ms. White thanked Mr. Jeffries for getting the directories in the kiosks.

**6. Adjournment**

There being no further business to come before the Board, the meeting was adjourned at 9:30 a.m.

  
Mr. Robert Abraham, *Chairman*

  
Ms. Beth Berry, *Recording Secretary*