

**EASTERN MARKET COMMUNITY ADVISORY COMMITTEE  
SPECIAL MEETING  
JUNE 29, 2016**

**MINUTES**

Attendance: Chuck Burger, Vice-Chair; Monte Edwards, Secretary; Diane Hoskins; Tom Kuchenberg, Treasurer; Jonathan Page; Erika Rubel; and Donna Scheeder, Chair, were present. Angie Brunson arrived at 7:38 PM.

A special meeting of the Eastern Market Community Advisory Committee (EMCAC) was held on Wednesday, June 29, 2016, at 7:00 P.M., in the North Hall of Eastern Market. The Chair called the meeting to order at 7:02 P.M.

Mr. Burger moved that the agenda be approved. The motion was adopted.

**Advisory Report on the DGS Proposal to Create an Eastern Market Business Plan**

Attached to these minutes is the report of the Market Operations Committee.

Mr. Kuchenberg moved the adoption of Recommendation 3 as follows:

Any external contractor chosen to help develop a five year plan should be familiar with the general history of the Market and previous studies and recommendations regarding the Market.

The motion was adopted.

Mr. Kuchenberg moved the adoption of Recommendation 2 as follows:

Any external contractor chosen to help develop a five year plan must be completely familiar with the Eastern Market Act that governs operations at Eastern Market and understand that any recommendations for the Market must be consistent with the Act.

The motion was adopted.

Mr. Kuchenberg moved the adoption of a revised Recommendation 1 as follows:

We request that all of the entities within EMCAC be included in the RFP process as well as any necessary external expertise. EMCAC believes that inclusivity in the RFP process is necessary and desirable at every stage.

The motion was adopted.

Mr. Kuchenberg moved the adoption of a revised Recommendation 4 as follows:

We request that the RFP include a requirement for a periodic and ongoing review procedure with EMCAC while shaping the five year plan.

The motion was adopted.

Mr. Kuchenberg moved the adoption a new Recommendation 5 for a new fifth goal of the plan as follows:

Move Eastern Market forward while upholding the theme and character of the market.

The motion was adopted.

Mr. Kuchenberg moved the adoption of text to add to Recommendation 1 as follows:

Produce an extensive analysis of the buying and demographic characteristics of the existing and potential consumers to identify their current and future market trends.

The motion was adopted.

Commissioner Hoskins moved the adoption of a new Recommendation 6 as follows:

The committee encourages on-going public engagement meetings to be scheduled with consideration given to after-hours availability to help facilitate volunteer leadership engagement, including all members of EMCAC.

The motion was adopted.

The meeting adjourned at 8:29 P.M.

Monte Edwards, Secretary

**Market Operations Committee Report**  
**June 1, 2016**

On May 26, 2016, at 6:30 PM the Market Operations Committee met in the second floor conference room to discuss and provide recommendations on the proposal by Mr. Forest Hayes regarding the creation of an RFP to select an individual or entity to draw up a Five Year Plan for the Market.

ATTENDEES: Tom Kuchenberg, Katrina Cuffey, Ellen Opper-Weiner, Joe Snyder, Jonathan Page, Carl B. Reeverts, Erika Rubel, Mike Bowers, Larry Janezich, Tom Glasgow, Nichole Opkins, Angie Brunson, Melvin Inman, David Fowler, Monte Edwards

At the suggestion of Mr. Carl Reverts discussion was focused around the following statement in Mr. Hayes' letter dated May 2 which stated the basic goal of the initiative:

The Department of General Services looks forward to working with your Committee [EMCAC], the Office of the Deputy Mayor for Planning and Economic Development, the Office of Councilmember Charles Allen, and the Market Row Association to develop a Scope of Work for an external contractor with expertise in facilitation and planning to engage the public in a series of sessions to:

1. Evaluate present and future opportunities and challenges;
2. Capitalize on these opportunities and identify potential solutions to the challenges;
3. Incorporate the opportunities challenges, and solutions into a strategy;
4. Prioritize actions to be taken.

The end result of this public engagement process will be a Five Year Plan for Eastern Market that will inform the direction of the Market.

We will kick off the planning process with a meeting that includes a representative from each of the five groups listed above...

In discussions following his presentation at the March 30, EMCAC meeting Mr. Hayes took questions and mentioned some specific topics that he thought should be looked at in developing the five year plan:

1. A comprehensive building assessment to determine what capital improvements are necessary
2. Ideas on how to better present and market the North Hall
3. An examination of the weekday and weekend outdoor Farmers Market and consideration of whether it is being approached in the best way or whether there is a better way to approach.
4. An examination of the Management structure.
5. Possible legislation to allow for non lapsing account for the Market that would allow balances to accumulate.

## DISCUSSION

The basic discussion centered on three major topics; (1) The composition of the group that would develop the Scope of Work for the external contractor, (2) The matters that should guide and direct the development of the five year plan resulting from the Scope of Work, and (3) the process by which the 5 Year Plan should be developed. There had been a vigorous and extensive email discussion of some of these items preceding the meeting which provided groundwork for some of the recommendations.

With regard to number 1 above there was general agreement that membership in the group developing the Scope of Work should be expanded. Erika Rubel succinctly summarized this issue in the email discussion preceding the Subcommittee meeting:

A business plan is a good idea. It would provide focus and structure. Having professional help is not a bad idea, but I have my doubts about a plan being written externally will never take in all the perspectives it needs to. Especially since the group that Mr. Hayes has listed already shows a lack of complete understanding. To include Market Row and not any representatives of the indoor and outdoor vendors on their own outside of EMCAC is unacceptable and unwise. Creating anything by committee is difficult, but if the formulation of a business plan does not include the stakeholders at every step I cannot see how it can hope to have success we all want it to.

There was then discussion on who else should be included in the expanded group. The general consensus then is:

### **Recommendation 1**

The group that is developing the Scope of Work for the external contractor should be expanded. Possible additional members suggested include the Chair of EMCAC, and representatives from the Farmers Line, Indoor and Outdoor Merchants, and the ANC.

With regard to the second topic, there was concern that an examination of the Market without a complete understanding of the legislation under which the Market functions and the numerous studies and recommendations made in the past would be incomplete and inappropriate. Mike Bowers noted that one previous Market study was already currently available online and Mr. Kuchenberg noted that a number of previous studies and recommendations were available in files in the Market Manager's Office. This discussion produced two recommendations:

### **Recommendation 2**

Any external contractor chosen to help develop a five year plan must be completely familiar with the Eastern Market Act that governs operations at Eastern Market and understand that any recommendations for the Market must be consistent with the Act.

### **Recommendation 3**

Any external contractor chosen to help develop a five year plan should be familiar with the general history of the Market and previous studies and recommendations regarding the Market.

There was then a general discussion of the possible "opportunities and challenges" that were described in the Hayes letter that were to be evaluated by the contractor. Concern was expressed that it wasn't clear what needed to be fixed. This topic had also been discussed in the emails prior to the meeting and one repeated theme was the challenge of increased competition from other retail food operations in the area. There was also discussion and some confusion about the potential for weekend parking at the completed development. Limited parking opportunities resulted in a concern that the Market was being "encapsulated" or cut off from easy access by those shopping mainly with vehicles. By contrast, others suggested that while most community attention had focused on the disruptions, dislocations, and accommodations caused by the Stanton/Eastbanc project, there had been little discussion that the increased population density just across the street might provide the Market with some unique opportunities. It was suggested that the contractor might examine ways in which the Market could take advantage of these opportunities.

The third item, the process by which the five year plan would be developed, was then discussed. There was a general concern that a plan developed in isolation might not be the best approach. In the email discussions preceding the Subcommittee Mr. Bowers noted that, having examined a number of Master Plans for other Markets, he had noted a common approach to these plans from the experts drawing them up. He stated that he felt that the plan for Eastern Market should be developed "from the inside out, not the other way around." Mr. Edwards recommended after the March 30th presentation by Mr. Hayes that any evaluation of the Capitol Improvements needs of the Market, follow the iterative process that had been used to develop the architect's plan for remodeling the Market. He now suggested that the entire Five Year Plan incorporate the same iterative approach. There was general support for this idea.

### **Recommendation 4**

There should be periodic consultation at designated stages in the development of the Five Year Plan between EMCAC and other stakeholders.

At various points during both the email and Subcommittee discussion, the importance of vendor leases was reiterated. Mr. Kuchenberg noted that at the March 30 meeting Mr. Hayes had definitively "committed to providing the resources to do the leases. The...good news as it stands today in the District of Columbia you only need me and Chris Weaver to approve a lease. And so we're committed to doing that." There was a general consensus that it would be useful to have such leases in place prior to developing the Five Year Plan. Mr. Snyder presented a specific suggestion as to how the leases could be constructed.