

**EASTERN MARKET COMMUNITY ADVISORY COMMITTEE
REGULAR MEETING
FEBRUARY 22, 2023**

MINUTES

Attendance: Nikki Dean Brown; Chuck Burger, Chair; Monte Edwards, Secretary; Steve Hagedorn; Robyn Hinson-Jones; Anita Jefferson; Jackie Krieger; Brian Pate; and Jerry Sroufe.

The regular meeting of the Eastern Market Community Advisory Committee (EMCAC) was held on Wednesday, February 22, 2023, at 7:00 P.M., in person and via Zoom. The Chair called the meeting to order at 7:05 P.M.

Letter of Resignation and Introduction of New Members

The Chair read a letter of resignation from Susan Oursler, the Capital Hill Restoration Society representative. The Chair welcomed two new members, both of whom introduced themselves: Robyn Hinson-Jones, representing Capitol Hill Village, and Steve Hagedorn, representing Capitol Hill Restoration Society. The Chair stated that the Capitol Hill Village representative is non-voting.

Adoption of the Agenda

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

Approval of the Minutes

The minutes of November 30, 2022, and January 25, 2023, were approved.

Report of the Chair

Executive Session: The Chair announced an executive session following the public meeting.

Eastern Market Event Calendar and Improvements to Planning Process: The Chair reported that he would review the event calendar and its upgrades.

Strategic Plan Review Ad Hoc Subcommittee: Ms. Krieger presented a written report, which is attached to these minutes. The Chair requested that the subcommittee consider dates for an initial public meeting to receive community input.

Eastern Market 150th Anniversary Ad Hoc Subcommittee: Mr. Pate reported the following developments.

- A stakeholder group, including Eastern Market Main Street (EMMS), Capitol Hill Arts Workshop, Capitol Hill Restoration Society, Capitol Hill Community Foundation, Capitol Hill Association of Merchants and Professionals, East City Art, and Diverse Markets Management, was assembled for initial planning.
- EMMS submitted a grant application to Events DC for \$400,000.

- Events are expected to start in conjunction with the Cherry Blossom Festival in late March if seed money can be obtained.
- A logo for Eastern Market 150 has been selected.
- Exterior and South Hall interior banners are being designed.
- The initial events schedule is prepared.
- A public meeting is scheduled for Tuesday, February 29, 2023, at 7:00 P.M. in the North Hall to review the schedule of events and receive input.

Committee Structure: The Chair reported that he and Mr. Kuchenberg are reviewing EMCAC's committee structure with a focus on creating smaller areas of jurisdiction. He also indicated that he expects that EMCAC will review its authorizing legislation, including committee structure, 501(c)(3) status, and expansion of voting members.

Report of the Market Manager

The Chair reviewed the written report of the Market Manager, Barry Margeson, who was unable to attend. The report is attached to these minutes. The Chair will follow up with Mr. Margeson on NGOs renting space, parking discount arrangements, how the expense for the Boogey Babies performer is handled, how fees from vendors who use the North Hall in inclement weather are categorized, and reporting regular comparative financial data.

Report of the Subcommittee on Capital Improvements

Monte Edwards, Chair of the Subcommittee on Capital Improvements, requested that EMCAC members watch the DC Council's Department of General Services (DGS) Performance Oversight Hearing on Channel 13 on February 28, 2023, at 6:00 P.M. and inform him and the Chair of any issues affecting EMCAC's capital or operations budget matters. He highlighted two major areas of concern in the DGS budget, namely inclusion of funding for (1) bollards at Pennsylvania Avenue SE and 7th Street SE as well as 7th and C Streets SE and (2) HVAC controllers.

Report of the Tenants Council

Anita Jefferson, Chair of the Tenants Council, reported that: (1) the Tenants Council is working on recruiting other volunteers to spread its workload; and (2) Mr. Margeson presented information on the Eastern Market 150 Anniversary planning.

Community Comments and Concerns

Commissioner Sroufe requested input on an Open Streets proposal to close temporarily 8th Street from M Street SE to Florida Avenue NE.

Adjournment

The meeting adjourned at 8:57 P.M.

Monte Edwards, Secretary

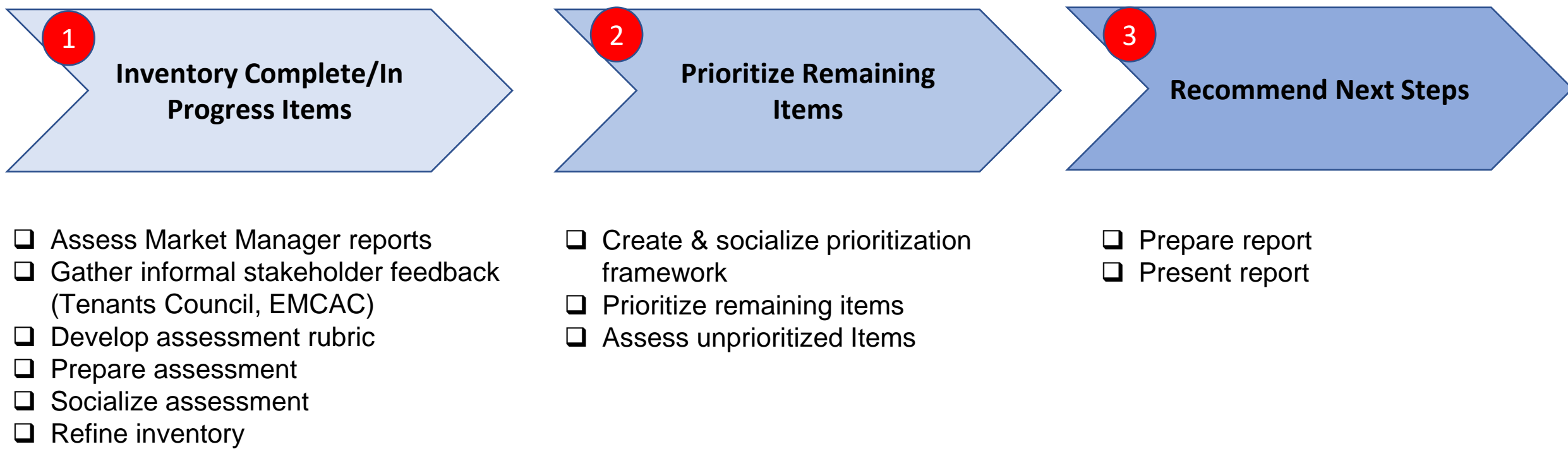
EM Strategic Plan *Implementation Analysis*





Overview & Analytic Approach

- Initiated 2019, finalized 2020
- Recommendations organized around 12 goals supported by 52 action items.
- 13 of 52 items complete or underway
- Since release of the SP, notable progress had been made on many of the action items, resulting in an increased number of visitors/customers, capital projects in progress (including release of new RFP), new vendors with unique products, filling of outdoor market space, increased communications and use of social media, better market operations, etc.



goal	strategy	I	C	prerequisite
1	1.1 Form implementation working group	8	6	
	1.2 Restructure membership of the EMCAC	6	6	
	1.3 Revise feedback mechanisms and role of the Tenants' Council	7	5	
	1.4 Drive increases in management staff compensation by EMCAC annual milestones	9	6	
	1.5 Transition management to a non-profit public authority	10	10	1.1 1.2 1.3 1.4
2	2.1 Conduct a Facilities Assessment Plan	9	4	
	2.2 Improve structure of capital improvements	9	8	2.1
	2.3 Repair and upgrade HVAC systems	6	10	2.1 2.2
	2.4 Improve acoustics in North Hall	2	5	2.1 2.2
	2.5 Improve entry doors	4	7	2.1 2.2
3	3.1 Use partnerships to help business thrive	6	3	
	3.2 Establish current leases for South Hall merchants	8	10	
	3.3 Revise quality controls for outdoor vendors	7	7	
	3.4 Establish monthly or seasonal license agreements with outdoor vendors	9	9	3.3
4	4.1 Include outdoor market map, vendor list, and vendor products on website	9	2	
	4.2 Build an online ordering system	7	4	5.1
5	5.1 Create a place to pick up online orders	6	2	
	5.2 Offer a grocery bag valet service	4	2	5.1
	5.3 Provide a regular presence of management at the market on weekends	5	1	5.1
6	6.1 Get all fresh food merchants registered for EBT payment	7	1	
	6.2 Hire a food merchandising display expert	8	1	
	6.3 Hang decorations from roof structure	5	3	
	6.4 Set up a pilot for temporary food stalls in the North Hall	6	7	
	6.5 Focus on sourcing locally and origin labeling	8	2	
	6.6 Set up chairs and tables in the North Hall	8	3	
	6.7 Reconfigure stalls in the South Hall	9	10	3.2

- Complete
- Started
- Initiated/Ongoing

goal	strategy	I	C	prerequisite
7	7.1 Pilot a partnership with a farmers' market management organization	10	1	
	7.2 Expand farmers' line management to Saturdays	10	9	7.1 8.2
8	8.1 Adopt outdoor management software	10	3	
	8.2 Create multiple outdoor market layouts	10	5	
	8.3 Activate the North Plaza	10	6	8.2
9	9.1 Convert all parking behind market into customer parking	4	1	
	9.2 Create a pick-up zone for groceries	3	1	9.1
	9.3 Offer more street parking on weekends with low vendor turnout	8	7	5.1 5.2 7.1 7.2 8.2 9.1 9.2
10	10.1 Form EM District Promotion Committee	8	4	
	10.2 Offer a Market District Gift Card	2	2	10.1
	10.3 Centralize EM District maintenance	3	5	10.1
	10.4 Hire a graphic design and marketing firm	6	4	10.1
	10.5 Hire an EM District marketing and event coordinator	8	8	10.1 10.4
11	11.1 Hold fundraising events for market projects	8	9	
	11.2 Hire a full-time marketing director	10	2	
	11.3 Implement marketing strategies	9	3	11.2
	11.4 Hold events	9	5	11.2
12	12.1 Use food trucks as street closure barricades	2	1	
	12.2 Use public art from DC's Art Bank collection	3	6	10.1
	12.3 Hang banners on light poles in EM District	4	6	10.1
	12.4 Light up market building for the holidays	3	7	
	12.5 Install distinctive signage	7	8	
	12.6 Improve exterior lighting design of market building	3	8	
	12.7 Improve streetscape along upper 7th Street	5	10	
	12.8 Install EM District gateway arches	3	9	
	12.9 Improve wayfinding and signage throughout the area	4	9	

The Strategic Plan is missing any discussion of public safety measures. The working group identifies this as an oversight worthy of note.

Potential prioritization considerations

- Urgency/need
- Cost
- Practical feasibility
- Political feasibility

Discussion/Feedback

Back Up

RECOMMENDATIONS SUMMARY

	goal	strategy	I	C	prerequisite
1	Transition to a nonprofit public-private partnership.	1.1 Form implementation working group	8	6	
		1.2 Restructure membership of the EMCAC	6	6	
		1.3 Revise feedback mechanisms and role of the Tenants' Council	7	5	
		1.4 Drive increases in management staff compensation by EMCAC annual milestones	9	6	
		1.5 Transition management to a non-profit public authority	10	10	1.1 1.2 1.3 1.4
2	Follow a capital improvements plan that balances historic preservation and energy efficiency.	2.1 Conduct a Facilities Assessment Plan	9	4	
		2.2 Improve structure of capital improvements	9	8	2.1
		2.3 Repair and upgrade HVAC systems	6	10	2.1 2.2
		2.4 Improve acoustics in North Hall	2	5	2.1 2.2
		2.5 Improve entry doors	4	7	2.1 2.2
3	Establish tenant agreements that balance small business security and management flexibility.	3.1 Use partnerships to help business thrive	6	3	
		3.2 Establish current leases for South Hall merchants	8	10	
		3.3 Revise quality controls for outdoor vendors	7	7	
		3.4 Establish monthly or seasonal license agreements with outdoor vendors	9	9	3.3
4	Incorporate online shopping options in a way that enhances the experience.	4.1 Include outdoor market map, vendor list, and vendor products on website	9	2	
		4.2 Build an online ordering system	7	4	5.1
5	Create a customer hub.	5.1 Create a place to pick up online orders	6	2	
		5.2 Offer a grocery bag valet service	4	2	5.1
		5.3 Provide a regular presence of management at the market on weekends	5	1	5.1
6	Enhance the vibrancy of the indoor market.	6.1 Get all fresh food merchants registered for EBT payment	7	1	
		6.2 Hire a food merchandising display expert	8	1	
		6.3 Hang decorations from roof structure	5	3	
		6.4 Set up a pilot for temporary food stalls in the North Hall	6	7	
		6.5 Focus on sourcing locally and origin labeling	8	2	
		6.6 Set up chairs and tables in the North Hall	8	3	
		6.7 Reconfigure stalls in the South Hall	9	10	3.2

	goal	strategy	I	C	prerequisite
7	Attract and retain more local farmers.	7.1 Pilot a partnership with a farmers' market management organization	10	1	
		7.2 Expand farmers' line management to Saturdays	10	9	7.1 8.2
8	Manage outdoor market layout to increase density, vibrancy, functionality, and access.	8.1 Adopt outdoor management software	10	3	
		8.2 Create multiple outdoor market layouts	10	8	
		8.3 Activate the North Plaza	10	6	8.2
9	Incorporate and communicate a variety of short-term parking options that allow for efficient pickup of purchases, and a range of accessibility needs.	9.1 Convert all parking behind market into customer parking	4	1	
		9.2 Create a pick-up zone for groceries	3	1	9.1
		9.3 Offer more street parking on weekends with low vendor turnout	10	7	5.1 5.2 7.1 7.2 8.2 9.1 9.2
10	Centralize efforts to create a unified Eastern Market District.	10.1 Form EM District Promotion Committee	8	4	
		10.2 Offer a Market District Gift Card	2	2	10.
		10.3 Centralize EM District maintenance	3	5	10.
		10.4 Hire a graphic design and marketing firm	6	4	10.
		10.5 Hire an EM District marketing and event coordinator	8	8	10.1 10.4
11	Enhance marketing efforts that are centered around events, outreach, and education.	11.1 Hold fundraising events for market projects	8	9	
		11.2 Hire a full-time marketing director	10	2	
		11.3 Implement marketing strategies	9	3	11.
		11.4 Hold events	9	5	11.
12	Activate public spaces using signage, urban design, and lighting.	12.1 Use food trucks as street closure barricades	2	1	
		12.2 Use public art from DC's Art Bank collection	3	6	10.
		12.3 Hang banners on light poles in EM District	4	6	10.
		12.4 Light up market building for the holidays	3	7	
		12.5 Install distinctive signage	7	8	
		12.6 Improve exterior lighting design of market building	3	8	
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		12.9 Improve wayfinding and signage throughout the area	4	9	

RECOMMENDATIONS

where do we go from here?

There is a lot that can be done to ensure a sustained and vibrant future for Eastern Market. Many of these strategies can start to be implemented by management, EMCAC, or the merchants right away. This document should be a tool to help the stakeholders through the next phase of the planning process: implementation.

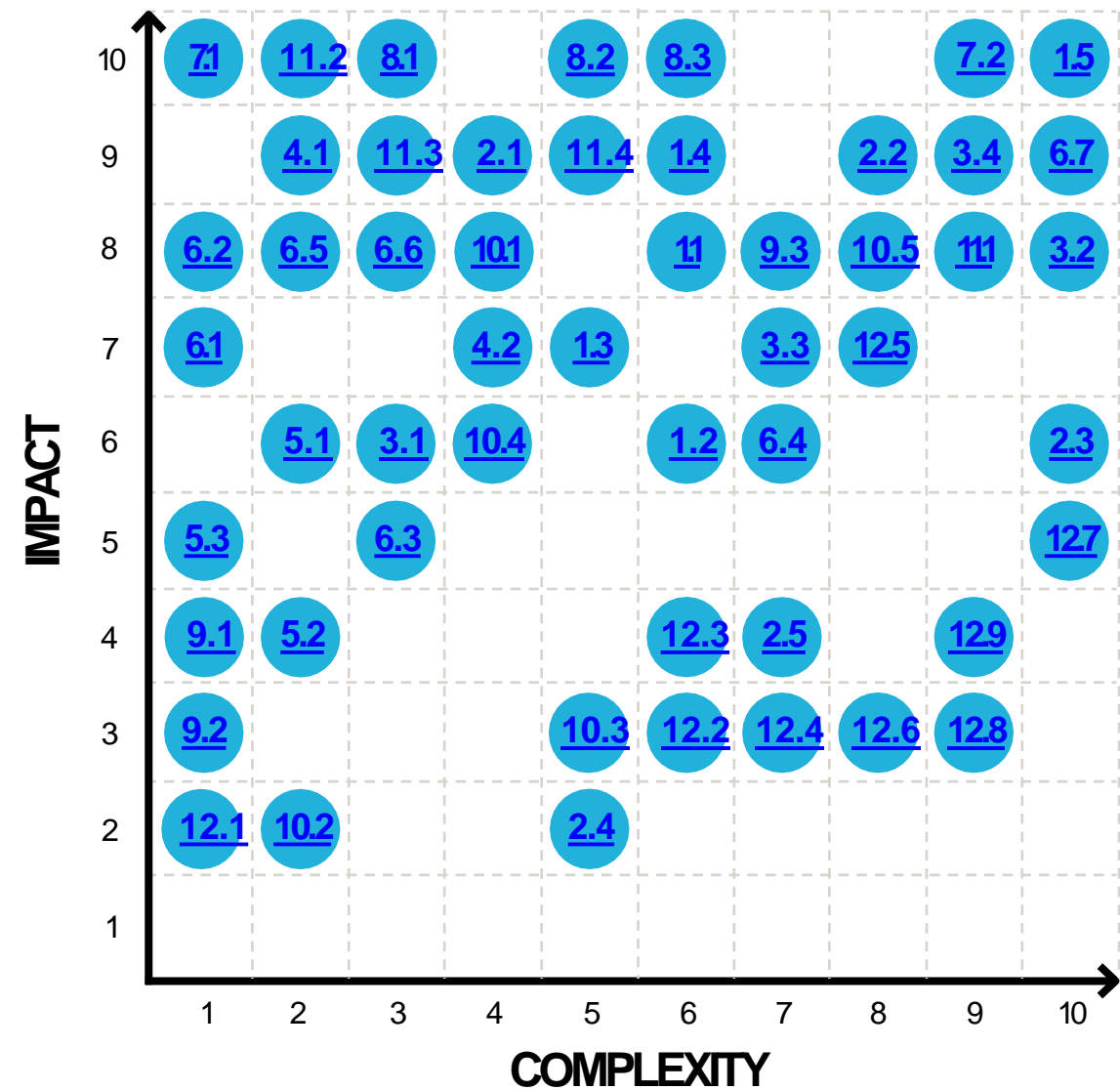
Long-term and capital-intensive recommendations will require additional engagement, organization, and coordination. The majority of the strategies can be implemented and funded by the relevant stakeholders or the Enterprise Fund. However, there are strategies that would likely require either a capital campaign or capital allocation from DC Council. Other markets have established working groups to effectively navigate more complex or capital intensive changes such as the transition to a nonprofit public authority.

For Eastern Market, we recommend the following approach:

- A representative working group should develop a timeline for implementation based on public interest. Use stakeholder polling to inform decisions.
- Working group meetings should be open to the public. An outside mediator may be helpful to facilitate meaningful discussions.
- Prioritize high impact/low complexity strategies initially but also begin the process of building engagement for high impact/high complexity strategies.
- Promptly and continuously publish updates to the public. Reasoning to back up decisions should be communicated with data and precedents.
- Combine related strategies into a larger capital project and hiring relevant licensed professionals to further design and assess cost.



strategies (by impact and complexity)





Eastern Market Manager’s Report to the EMCAC

February 22, 2023

Eastern Market Finances:

Last year, revenues through February were \$265,837, We are **midway through** February and at \$257k, we are on track to surpass last year's revenues.

	Oct	Nov	Dec	Jan	Feb	Ma
300 Block	\$ 7,009	\$ 7,152	\$ 4,168			\$
Application Fees	\$ 70	\$ 105		\$ 35		\$
ATMs		\$ 2,348	\$ 1,455		\$ 1,626	
Flea Market		\$ 6,100	\$ 3,050			\$
North Hall	\$ 8,475	\$ 600	\$ 2,013	\$ 4,922	\$ 27,815	\$5
Outdoor Vendors	\$17,176	\$13,748	\$10,127	\$ 2,703	\$ 4,050	\$
South Hall		\$40,606	\$18,361	\$26,663	\$ 22,175	\$2
Tuesday Farmers	\$ 198	\$ 50	\$ 114	\$ 208		\$
Weekend Farmers	\$10,000	\$ 8,984	\$ 6,756	\$ 2,334	\$ 4,641	\$
Grand Total	\$42,928	\$79,693	\$46,044	\$36,864	\$ 60,307	\$9
Total Oct-Feb					\$265,837	

Budget for FY23:

Description	FY23 Budget
Water	\$ 87,624
Gas	\$ 12,961
Electric	\$ 69,229
Sustainable Energy	\$ 14,201
Waste Management	\$ 62,390
Personnel	\$ 467,301
Support Staff	\$ 44,213
Direct Voucher for EMCAC Office Support - Per legislated requirement	\$ 5,000
Merchant Services MOU with OCFO, Office of Finance and Treasury	\$ 2,793
Marketing (Pcard)	\$ 21,080
Maintenance and Repairs (Pcard)	\$ 7,000
Sewage Ejection Pit	\$ 4,385
Total	\$ 798,177

Description	Unbudgeted
Snow	\$ 5,000
Janitorial	\$ 200,278
Extermination	\$ 12,207
Total	\$ 217,485

Total Projected Operational Costs of EM	\$ 1,015,662
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Leases

Since the execution of the Calomiris lease, no news.

Operations:

Outdoor Market:

Pickle seller has begun and has been having success at the market.

Continued interest from other potential vendors, ongoing acceptances/orientations and rejections.

Now permitting NGO's that come to the market to solicit. They will be required to rent tents and stay in their tents. Tents will cost \$120. We have reached out to the organization that maps out locations for these NGO's and they will likely be our point of contact.

Security Update:

No current update.

Marketspread:

Contracting with OCFO is reviewing proposal. Has already been agreed upon by JP Morgan, contractor for all web finance work.

Parking:

Consistent usage of Trader Joe's on weekends.

Capital Improvements

HVAC:

Chiller has arrived. Everything is here and ready for installation except for one component, which will arrive in March.

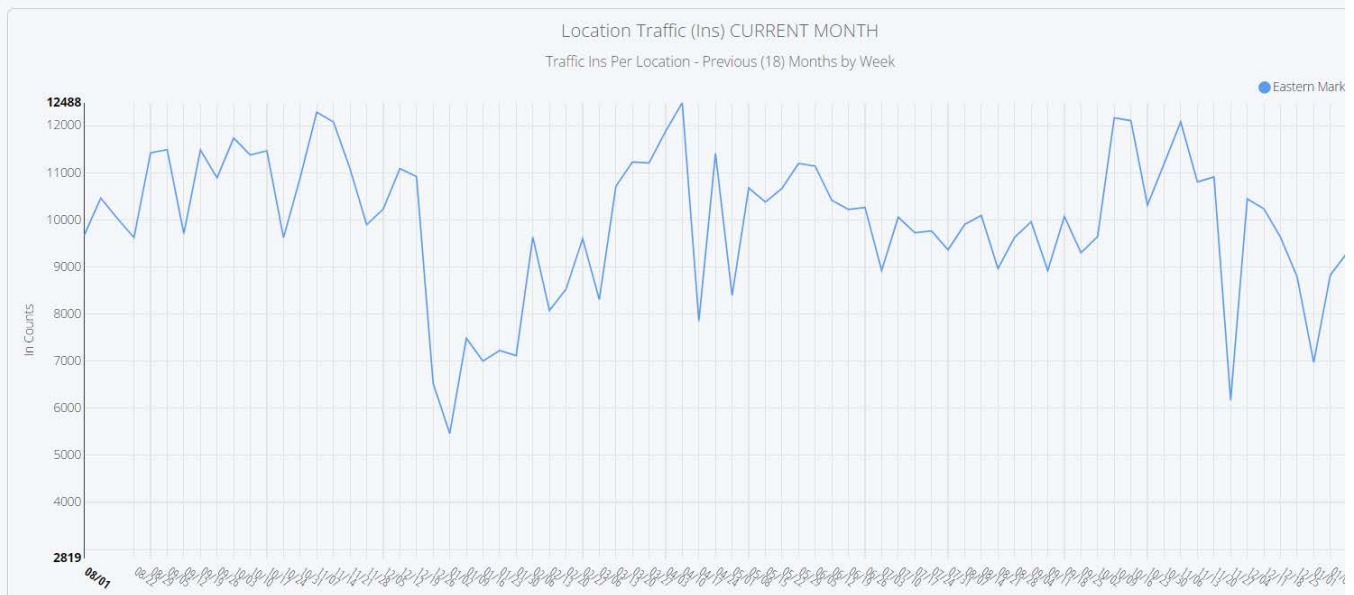
Interior and Exterior Construction Projects

NDA's are being signed by EMCAC and proposals will be sent out for review.

North Hall

Event	Event Start	Event End	Actual Amount	Grand Total
North Hall at Eastern Market				
DEFINITE				
Aerobic Fitness - February 2023	02/22/2023 08:00 tt	02/22/2023 09:00 tt	\$150	\$150
Boogie Thursdays	02/23/2023 10:00 tt	02/23/2023 12:00 tt		
Aerobic Fitness	02/24/2023 08:00 tt	02/24/2023 09:00 tt		
DC Rawhides Country Dancing	02/25/2023 17:00 tt	02/26/2023 01:00 tt		
Puppet Show Tuesdays	02/28/2023 10:00 tt	02/28/2023 12:00 tt		
DEFINITE Total			\$150	\$150
CLOSED				
Boogie Thursdays - February 2023	02/02/2023 10:00 tt	02/02/2023 12:00 tt	\$400	\$400
Celebration of Women and Girls in Rugby - Women's Rugby World Cup Kickoff	02/03/2023 17:00 tt	02/04/2023 01:00 tt	\$500	\$500
Puppet Show Tuesdays - February 2023	02/07/2023 10:00 tt	02/07/2023 12:00 tt	\$300	\$300
Boogie Thursdays	02/09/2023 10:00 tt	02/09/2023 12:00 tt		
DC Rawhides Country Dancing	02/11/2023 17:00 tt	02/12/2023 01:00 tt		
Boogie Thursdays	02/16/2023 10:00 tt	02/16/2023 12:00 tt		
Aerobic Fitness	02/17/2023 08:00 tt	02/17/2023 09:00 tt		
Puppet Show Tuesdays	02/21/2023 10:00 tt	02/21/2023 12:00 tt		
CLOSED Total			\$1,200	\$1,200
North Hall at Eastern Market Total			\$1,350	\$1,350

Customer Counts



150th Anniversary

- Cherry Blossom Festival so far:

Mon-Sun	March 20-April 9	Cherry Blossom Experience (CBE) – 150 boughs of blossoms in North Hall		
Mon	20-Mar	EM is closed typically on Mondays. Soft opening to CBE.		
Tue	21-Mar	Morning - Puppet Show Tuesday	Children's event - Pay at door	
Thu	23-Mar	Morning - Boogie Thursdays	Children's event - Pay at door	
Fri	24-Mar	Evening - DC Rawhides	Adult Event - Pay at door	
Sat	25-Mar	Evening - Maury Event	Private event	
Sun	26-Mar	CHAW celebrates Eastern Market	Open to public	
Tue	28-Mar	Morning - Puppet Show Tuesday	Children's event - Pay at door	
Thu	30-Mar	Morning - Boogie Thursdays	Children's event - Pay at door	
Thu	30-Mar	Capitol Hill Restoration Society history lecture – in North Hall	Open to public	
Fri	31-Mar	Evening - BASIS DC Event	Private event	
Sat-Sun	Apr 1-2	Capitol Art Book Fair – in North Hall	Open to public	
Sat	8-Apr	Evening - DC Rawhides	Adult Event - Pay at door	
Sun	9-Apr	Easter Sunday - Indoor market closed, Outdoor open, last day of CBE in North Hall		

Strategic Plan

EMCAC Strategic Plan Working Committee will provide report.

Eastern Market Main Street

Sweet Tooth was a success. I'll provide more details in next report. Waiting on response from Events DC.

Thank you's

- Jackie Krieger – Jumping in and shadowing Monte on the Capital Improvements Committee, spearheading the strategic plan review and more!