

## **NFM Regular Board Meeting 6/28/17 Minutes**

The regularly scheduled meeting of the Nashville Farmers' Market Board was called to order by Board Chairman Frank Cardenas at 8:44 am June 28, 2017.

In attendance were Board members Priscilla Norman, and Brian Copeland. NFM Staff members present were Tasha Kennard, Charles Kizer, Jackie Contreras, Rebecah Boynton and Kay West, and Metro Legal representative Susan Jones. A quorum was present.

Also in attendance are Kia Jarmon, Eric Woodard, Jane No, Ed Smith, Siva Pavuluri, Adam Acampora, Jim Odom, Susan Jones, Tom Meek, Jamie Jamison, Rob Williams.

Chairman Cardenas read the following standard announcement.

*As information for our audience, if you are not satisfied with a decision made by the Farmers' Market Board today, you may appeal the decision by petitioning for a writ of cert with the Davidson County Chancery or Circuit Court. Your appeal must be filed within 60 days of the date of entry of the Board's decision. To ensure that your appeal is filed in a timely manner, and that all procedural requirements have been met, please be advised that you should contact your own independent legal counsel.*

Public comments were invited at the start of the meeting to ensure that anyone who wants to comment can do so prior to the Board discussing the business on the agenda. Chair Cardenas read the following standard announcement:

*Individuals, requesting to address the Board; will be limited three (3) minutes unless granted more time by the Board Chair. Each person authorized to speak is expected to state her/his name and address and the organization represented if any, and if the speaker reads prepared text, to provide a copy to Board staff.*

Approval of 5/24/17 regular meeting minutes delayed until arrival of Priscilla Norman due to lack of quorum at start of meeting.

### **Financial Overview & Fee Waivers**

Executive Director Tasha Kennard reports. Effective July 1, 2016 the NFM operating budget is \$1,952,700 which includes total revenue of \$952,700 and an operating subsidy of \$1 million. The operating subsidy will utilize funds from the State lease agreement that was completed last year.

As of the close of books May 31, 2017 the Market earned \$888,647 in revenue collections. Revenue collections are ahead approximately \$40,000 primarily due to special event and shed occupancy revenue collections. The Market expenses total \$1,563,247 per the attached BAR. Expenses are under budgeted projections by approximately \$189,000 at this time and are not projected to exceed the operating budget. Should the Market continue to operate ahead of the budgeted revenue and below budgeted expenses, the operating subsidy utilizing the funds from the state lease amendment will be decreased

and the remaining balance will remain in the fund balance to subsidize the FY18 operating budget, which goes into effect Saturday, July 1, 2017.

There are no additional fee waivers to report at this time. The analysis snapshot is included, with the monthly projected analysis. She asks for questions and there are none.

### **Strategic Plan Update**

ED Kennard introduces Kia Jarmon who has been working with staff and board on the Strategic Plan update and community and merchant involvement for that plan.

Ms. Jarmon distributes copies of the Strategic Plan Surveying Timeline.

She updates on the timeline: two survey drafts are complete— NFM Merchant Survey and the NFM Community Survey. The expectation is that the majority of the community will participate on-line and at Community Farm Day on Saturday July 1. They will work closely with the Merchant Advisory Group to gain as much merchant participation as possible. She will also reach out to each merchant/vendor to be sure they have a good understanding of the survey, and obtain additional feedback on concerns possibly not included in survey. The initial distribution will be Friday, June 30<sup>th</sup> via the enewsletter and a link to Survey Monkey will be in there. Distribution to the Merchant Community will be June 30<sup>th</sup> as well.

She will have two tables on Saturday for Community Farm Day, one inside and one outside, staffed by her team. Three ways for people to engage in survey: 1. The printed survey. It is lengthy and if people say they don't have time, that's fine. 2. Plant a seed in Strategic Plan buckets, distill it down to just a thought they might have and drop a seed into whichever bucket they feel is most important to them. There are four buckets: Infrastructure/sustainability, small business incubation, programs and services to at-risk communities, robust community engagement. If they don't want to do either of the first two, they will receive a card with the link to the on-line survey.

There will be big boards that will lead people to the tables. They will do some video interaction. What did you buy today? Unpack it and show us. What brought you here today? Why do you come back? Why are you invested in this place? Why should the city be invested in this place? The goal is to gather all kinds of feedback, positive and negative. If they stopped coming regularly, why? Board members are encouraged to come and work the booth. The face of the Board is important, for an hour or two, or 10-2. It is a good time for Board to hear from shoppers.

The video interaction will be transcribed as an anecdotal addition. The videos can be used on Market social media as well.

Distribution to community partners will take place July 3-6.

The survey will be closed July 19<sup>th</sup>, but can be extended a couple days to be sure merchant community and community partners have participated as much as possible. There will be a place in the office where members of merchant community can drop off anonymously. Both surveys are confidential and anonymous unless they choose to share their name and business.

Then will sit with staff to analyze feedback, was something missed, is there something way off the scale that was not anticipated. Initial findings will be drafted July 20-24, feedback to staff on the 24<sup>th</sup> and a presentation to the Board on July 26<sup>th</sup>.

After that, will re-engage with Board about the overall results and vision. In August the goal is to present the results to the community. The date for that is not set in stone to allow for flexibility.

Ms. Jarmon invites questions from the Board. There being none she distributes copies of the NFM Merchant Survey and the NFM Community Survey she has drafted. She invites Board and staff to complete the community survey. The link to the survey can be shared on personal social media, and it will be posted on NFM social.

The community survey is being distributed to Metro Council and the Codes, Fairgrounds and Market Council Committee has been briefed on the survey.

ED Kennard thanks Ms. Jarmon for all she and her staff have done and that the staff and Board are very much looking forward to the results. She will lean on the Merchant Advisory Committee to encourage full merchant participation.

Chairman Cardenas asks for approval of May 24, 2017 minutes. Motion made, seconded and approved.

#### **Loading and Waste Dock Conceptual Plan Presentation by Gobbell Hays**

ED Kennard invites Jamie Jamison and Todd Meek from GH to present. The Board has seen first drafts of conceptual renderings that their team put together. The conceptual plans that were presented previously with two options---two entrances or one grand entrance. The new draft is a multi-door entrance and Jamie and Todd will walk the Board through the design and details and will discuss timeline.

Tom Meek and Jamie Jamison. Mr. Meek Leads the design studio at Gobbell Hays. When the process began, ED Kennard had a vision of what she wanted. She may not have known obstacles that would come into play at the finish line. They have worked feverishly to make this come to a realization to face the Museum. What was found as getting close to finishing the document is that transformers are being placed right at the front door as it stands now. There is a landscape plan that shows this that is not in the packet that was distributed to Board. It is not GH's plan, but they show it to Board.

The entrance doors as it is now is on one side, one the other side, loading dock in the middle. Three huge pieces of equipment need to be worked around and fenced, using a farm/barn motif. That got bigger because two transformers were added. GH took that as an opportunity to create a wall so that as one comes from the Museum, arrival will be at an area for public art. From there, continue on path to Bicentennial Mall, or enter Market through main entry doors as planned now.

They met last week with Mayor Barry; she is very much in favor of the plan and the new grand entrances to the Market, making it more viable. There are lots of wheels turning as to opportunities with the State Museum and how to make it a partnership.

Ms. Jamison goes into more detail with the drawings. The changes would primarily be with waste dock and loading dock. The side with TN State Museum shows the pathways and the enclosure of the transformers as well as vestibule with new grand entry with vendors on the inside. The other plans for the south side shows relocation of waste dock to the southeast corner and would have its own enclosure with large gates and vehicular access, as well as a space for a new potential tenant that would anchor the space where the waste dock currently is.

Another drawing shows in more detail the north end of the Market House. One drawing shows current merchant layout, the other the new grand main entry with several sets of doors and a roof overhang.

Chair Cardenas asks how many new merchant areas are created and where they are. Ms. Jameson responds that there is open space with a grand corridor that would create flexible space, possibly flower carts, artist kiosks. Those could be indoor and outdoor. In the new large corridor directly in alignment with doors, there is a lot of opportunity for expanded space.

ED Kennard says conversations have begun with International Market about their redesign. They have seen the plans and are comfortable proceeding with plans for their new footprint and will come forward in the next few weeks with their redesign plan. Meetings have also been held with El Burrito who have expressed interest in opening an additional space on the other side of their current space with a different concept.

Mr. Copeland asks if pop-ups are being considered for those spaces and has concerns that if so, it would limit available space. ED Kennard says there is currently about 120 SF that could potentially be carved out for space for the Market in the future, possibly an information booth or retail space. Buttercake Babe has an opportunity to redesign their footprint so they can serve out to that corridor. All of those options are being worked on with individual merchants. The kiosk space would be along the right wall by international Market but their re-design plans are not complete.

Chair Cardenas asks how much square footage International Market will lose. ED Kennard says about 800 square feet which is essentially their storage component.

The South Side view shows existing waste dock versus proposed redesign. There would be relocation of waste container and compost container, looking toward zero waste goals. Also the relocation of the grease interceptor, all at southeast corner of Market property, behind a wood-slat screen.

In place of waste dock, there is a proposed expansion and overhang similar to the north side, with the potential of a new 1,400 square foot restaurant tenant. Possibly roll-up doors for tenant space. The space would back up to where Batch currently is and have side door entrances for access from inside the Market House. The hallway corridors that currently access the waste dock will be removed and that will add accessibility to restaurant anchor tenant.

ED Kennard says conceptual plans have been presented to the Mayor and gotten her feedback. She is very interested in promoting sustainability and zero waste and very pleased with aesthetic. GH has done an excellent job with challenges presented by the large pieces of equipment as well as not reducing the

parking on the north side that will be shared by the Museum and the Market. There will be 145-155 parking spaces in the lot. There will also be trees and shrubs around the lot.

There is a development of a plaza on north and south sides of Market House to move away from them serving solely as functional areas. International Market is the biggest user of loading dock. Part of plan is to rezone one of the entrances with a designated loading area and enforce loading hours policy.

The six-panel automated door entrance on the Museum side is a very exciting component but the waste center relocation is the biggest opportunity to improve the aesthetic on the south side. The waste center currently impacts the interior and exterior merchants. It is displeasing and not welcoming and must be better managed. The process to find a better place that also has access to vehicles was extensive and thoughtful and increases accessibility. The Market has struggled to put all waste receptacles in one area and this plan provides that, which will improve use, and will be hidden.

Initial Market House merchant feedback on this plan was collected on a review of the very early schematic, as well as from GOB and the farmers nearest to the waste dock, the Simons and Smileys.

The next step is Board discussion and feedback, and a motion to approve taking these plans to the State Capitol Building Commission in August. That is next step on governing approvals. That would be a formal presentation with some pre-meetings with state architect. The plans have been shared with the Museum project team and project manager from TN General Services who oversees the Market lease. Everyone seems comfortable with design elements.

Chair Cardenas asks if she foresees any hang-ups, issues or concerns from the Merchants and people other than International Market who will be affected. She replies that management has met with people who will be affected and feedback has been positive. She reminds the Board of the challenges in being a Metro agency on State land, that there are two significant government bodies to get approvals from. On top of TN Dept. of General Services that holds the lease, and the Mayor's office, there is also the State Capitol Building Commission. Everything in the Bicentennial Mall Corridor has a design aesthetic that must complement one another. It is a lengthy and heavily scrutinized process, all the way down to which light fixtures can be used in a parking lot and which trees can be planted on the grounds has to go through that committee. August 10 is a very important meeting for this project, and approval will allow an RFP to be announced.

Ms. Jamison says it is a design build RFP. The drawings as they are now will be bid for construction plans; a contractor can partner with an architectural firm to bid on this project. If approval is granted on August 10, it will take anywhere from 30-60 days to get the drawings into an RFP and to procurement, and have procurement post the RFP. Procurement determines with Market feedback how long the RFP stays on the street and if there are specific requirements to be met, such as requiring a local company or a minority owned business. Once the RFP closes, the proposals are reviewed and then the team selects and awards the potential contract. Then there is the legal process to finalize the contract to award it. This will be a lengthy process. The hope is for approval on the 10<sup>th</sup>, then fall to get the RFP posted, proposals reviewed and chosen, then the legal process completed and contract awarded. The goal is to

begin demolition and construction by February. It is an aggressive goal but it is important to General Services, the Market and the Museum to stay in alignment with the timeline of the Museum project.

The Museum is about 340 days from the construction team turning over the project to the exhibit team. When they do, they will have several months to build out the interior exhibits and prepare for their opening, currently scheduled to be sometime between Labor Day and Christmas 2018. They would like our entrance on the Museum side to be completed by the time they cut the ribbon on the new Museum.

ED Kennard says August 2018 is the target for the new parking lot to be complete. Chair Cardenas asks for a motion to approve going forward, Mr. Copeland moves, Ms. Norman seconds, all approve.

### **The Compost Company Presentation**

ED Kennard and Charles Kizer met with Clay Ezell of Compost Company about the waste center relocation and ideas on reducing food and material waste, including composting services. She feels strongly about the possibility of achieving zero waste.

Clay Ezell introduces himself as president and co-owner of Compost Company, based in Ashland City. Compost Company is an organics hauler, that takes organic waste out of the waste drain, diverts it from the landfill and turns it into something that can be used by farmers, gardeners and landscapers, the last arc of closing the loop. The farm table movement becomes the table to farm movement. Of Metro solid waste, organic waste is the single largest portion that is not going to recycling of any kind, 2-3 million pounds a year in Metro Nashville. On the commercial and residential level it is a huge portion of waste that gets landfilled in US, 161 billion pounds a year nationwide. What CC seeks to do is bring a cost-effective means to divert waste and produce compost. A facility like the Farmers' Market where there are so many people coming in and so many restaurants, recycling is an important effort to all of that. But a significant amount is food waste or soiled service ware and it is not appropriate for general recycling. A soiled plate is destined for the landfill. Having been to the Market many times and observed the waste cycles, he believes there is a great opportunity for recycling and composting to become a zero waste facility very quickly provided the vendors will participate correctly. The CC's job is to take probably 75% of waste stream and convert it to composting. They are getting new equipment that will allow them to do large, small and medium volumes on a more cost-effective basis than has been available in the past. Compost service ware used to be two times more expensive than conventional but costs are coming down to close the gap. The goal is to get cost-neutral so no one is punished for making the right decision.

They work a lot with reclaimed wood sources and have talked about using reclaimed wood to create trash stations. The good news is they can make it look like anything. The Market has one of the more complicated vendor set-ups.

The business was built on large scale producers, which would describe the Market. The Music City Center is a client. They have a 10-cubic yard bin that is serviced on a weekly basis, pulling it and exchanging it for a clean bin. On average they are pulling 2-3 tons of organic waste out of MCC, mostly coming from the back of the house and their commercial kitchen and some from catered events. The

Country Music Hall of Fame is another client; they use smaller containers because their space was not set up for a large bin. During the design phase at the Market it would be easier to fit in. Lowes's Hotel is a new client and getting ready to roll out to the Omni and Hilton. CC would like to include the Market.

ED Kennard says the Market has been involved in the Food Waste Initiative since it was begun last year. The Mayor just hosted the Food Saver Challenge and B&C was a participant. The Mayor made a call to the restaurant community to develop strategies on how they could divert organic waste out of landfill to other opportunities, whether compost or donations of still usable product. The first three months wrapped up last week with a presentation at the Market. The Market needs to be a leader in raising awareness and being an example to the community on more sustainable practices. The new leases will require the elimination of Styrofoam and a food waste plan, but the Market needs to work with merchants on supporting that—glass recycling, aluminum, plastic, cardboard and food waste. It is important for the Market to provide those services. There are significant hurdles as far as materials, not just eliminating Styrofoam but finding service ware that can go into the organic material stream. The Market's objective is to get down to 2 streams rather than 3.

Mr. Copeland says that the Board trusts that the Compost Company knows what they are doing so not to confuse the lack of questions for lack of interest. They believe in letting the professionals and experts do what they do.

Mr. Copeland asks about the 501c3 status. ED Kennard says the paperwork has been filed with the state, the state has approved the organization to raise funds, and as of last week the organization had not yet received confirmation of 501c3 status. Mr. Copeland says that 501c3 status would allow corporate dollars to come in and could pay for sustainable compostable materials that the Market could provide to merchants at no cost or at a heavy discount. He would like to see what it would cost if the Market were to provide it for Market vendors. There are many environmentally based organizations that could be solicited to provide this service.

ED Kennard says the application for a TDX waste grant has been prepared and is due Friday, they are waiting for Metro Finance to approve. There is an operations and capital component to the grant. The Market is also looking at two different providers in the Nashville Metro area, Ed Smith has led the charge, he has surveyed the restaurants on current materials they use and how much they use in order to request aggregate pricing for each restaurant. Both companies have come back with a proposal to sponsor, looking for branding and awareness opportunities. There are many restaurants with different service ware needs. Rob and Ed are working hard on pulling the Market House community together.

Chair Cardenas thanks Clay Ezell for presenting and asks if a presentation has been made to Merchant Advisory Committee. ED Kennard says there have been individual conversations and that they are working on a hosting a meeting for the two service ware companies to make a presentation. Each vendor has to be committed to it. Anyone who has signed a lease since 2014 has been required to move towards using recyclable materials and compostable materials. People operating in GLK have been asked to do the same, but that is a challenge due to them being small start-ups.

## Executive Director Report

ED Kennard asks Jackie Contreras to talk about upcoming Community Farm Day. First, Ms. Contreras introduced Sophia Chen, a recent high school graduate who has been interning at the Market as part of the Opportunity Now initiative in the Mayor's office. She is specifically working on the Fresh Savings program. Sophia talks positively about her experience in the Market and will be attending Northwestern.

A full house of merchants and vendors is expected for Community Farm Day. Activities include tomato tasting, corn shucking contest (the corn is donated by Conry Family Farm and the shucked corn will be donated to Nashville Food Project); a pie baking contest, a face painter, live bluegrass all day, Ed Smith will grill corn in the center; Kia Jarmon will be on site to do the survey, the Simons will have their ice cream maker.

Kay West reports that the July Pie Baking contest is asking people to use seasonal ingredients so no pumpkin pie but berries, peaches, tomatoes.

Rebecah Boyton reports three merchants are visiting Channel 4 tomorrow for their noon show to promote Community Farm Day---Reggie Marshall of Reggie's Veggies, Victoria Gonzalez of Tennessee Grass Fed who will do a savory meat pie, and Linda Gabelon from Linda's Donuts who will do one of her mixed berry pies.

Ms. Contreras reports blueberries, blackberries and corn are in and Tennessee peaches on the way.

ED Kennard reports that Ms. Contreras has increased vendor participation for Friday Night Market substantially. The crowds are coming and shopping. Night Market has been very successful the last few months, and Rebecah has done a great job with promotion.

ED Kennard reminds that she and Carolyn Sanders will be focused on closing the books on 2017, July will be the final month to get all of 2017 collected, paid and in the books. Each member of the staff has their budget allocations for 2018. She reminds that the Market did not get requested funds for either positions or capital spending. Approval was received to use some reserve funding received from the lease amendment to tackle the HVAC on the capital project plan. Within 24 hours of getting approval, a team was assembled to work with Charles Kizer to do on-site visits to assess the situation. They are working with vendors who have maintained the system for additional information. There is not yet a budget or timeline. When it is completed it will be sent to the Board and merchant community. She notes Charles Kizer is doing everything possible to keep the system operational. There will be screens installed on the garage roll-up doors. The new Metro health inspector will not allow the Market to roll up the doors without screens to prevent insects and birds from entering. Three proposals have been received for fans in the Market House, replacing some inoperative fans in Farm Shed 1 and installing fans in Farm Shed 2.

Charles Kizer says he and ED Kennard have had several light meetings with the State Museum team who gave the green light to proceed with the lighting plan. But it was then put on hold and another meeting

was held to determine what kinds of lights will be installed to coordinate with the Museum parking lot lights. All lighting is being reassessed as part of the Design Overlay for the corridor. Concerns have been expressed about the lack of illumination currently.

The Board's attention is brought to the new Nashville Farmers' Market sign on Rosa Parks. Ms. Boynton says it got some of the highest likes on Instagram.

Ms. Boynton reports on the merchandising class she conducted for merchants. About 15 people attended and all said it was very helpful. Demetria White said she used the tips she learned and her sales doubled that weekend.

Metro Legal Susan Jones asks if it is Kia that is keeping the survey results confidential. ED Kennard says yes, and that she will send only the results to management. Mr. Copeland suggests the wording be changed to say the information will be used to improve the Market experience. ED Kennard says she will discuss with Kia.

Chair Cardenas reminds Board to take the survey on-line and attend Community Farm Day. The next meeting is Wednesday July 26<sup>th</sup> at 9:30 am. Meeting is adjourned at 10:10 am.