



**Steve Bernard**  
URA Vice Chairman

**Ed Taylor**  
URA Secretary

**Nachae Jones**  
URA Board Member

**Eliot Lawrence**  
URA Board Member

**Eric Stallings**  
URA Board Member

**Lois Wright**  
URA Board Member



**Angelyne Butler, MPA**  
DDA Chairwoman

## Downtown Development Authority Agenda

**Disclaimer:** This meeting is accessible to the public or media through web or teleconference. For in person attendance CDC requirements of Masks and Social Distancing will be adhered.

**Date:** Thursday, May 27, 2021 at 5:30 PM

**Location:** 745 Forest Parkway  
Forest Park, GA 30297

**Call-In Details:** Please click the link below to join the webinar:

<https://zoom.us/j/99806762391?pwd=d21UWHc1OE4wQUhINFBzcv5RWhFZz09>

**Or Telephone:** +1 312 626 6799 **Webinar ID:** 998 0676 2391 **Passcode:** 030404

### Agenda Items

- I. Call to Order/Determine Quorum
- II. Approval of the Minutes\*
  - April 9, 2021
  - April 22, 2021
- III. Livable Communities Initiative Update
- IV. Public Relations Preliminary Plan\*
- V. Community/ Small Business Improvement Project
- VI. Executive Session
- VII. Adjournment

CITY HALL • 745 FOREST PARKWAY, FOREST PARK, GA 30297

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**DOWNTOWN DEVELOPMENT AUTHORITY**  
SPECIAL CALLED MEETING MINUTES  
CITY OF FOREST PARK  
MEETING HELD VIA ZOOM  
April 9, 2021  
10:15 A.M.

**Call to Order:** Chairwoman Angelyne Butler called the Downtown Development Authority special meeting for April 9, 2021 to order at 10:15 A.M.

**Present** Chairwoman, Angelyne Butler; Vice Chair, Steve Bernard; Nachae Jones; Eliot Lawrence; Ed Taylor; Lois Wright

Also Present:

Mike Williams, City Attorney  
Bobby Jinks, Public Works Director  
James Shelby, Planning, Building & Zoning Director  
Bruce Abraham, Economic Development Director  
Danita Hamid, Project Manager, Economic Development Department  
Michael Hightower, The Collaborative Firm

Absent:

Eric Stallings

**Discussion: Promotional Program**

Bruce Abraham, the Economic Development Director, provided the board with an update on the search for a consultant for the promotional program that the URA had previously approved. The program would focus on the following:

- New jobs and employers
- Revitalization of Main Street
- Sale of Historic Property (currently have 2 prospects)
- Development of the new City Hall
- Renovation of Starr Park

Bruce Abraham explained that after meeting with the City Manager, Dr. Marc-Antoine Cooper, about the program, the following items were removed per Dr. Cooper's request:

- Development of the new City Hall
- Renovation of Starr Park

Bruce Abraham explained that the Economic Development Department reached out to seven PR firms and received quotes from four of those firms. Their quotes are as follows:

- South Atlanta Magazine: a branding, marketing, and media centered agency. Their proposal was in the \$65,000- \$175,000 range.
- Phoenix Media Services: a branding, publicity, and media centered agency. Their proposal was \$198,000 for 36 months.

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- Leff & Associates: a media and publicity centered agency that has previously worked with the City of Forest Park. Their proposal was \$111,000 for twelve months.
- The Collaborative Firm: an all-purpose firm that specializes in community engagement. The firm has previously worked with the City of Forest Park. Their proposal was \$93,000.

Bruce Abraham explained that based on the proposals, his initial recommendation would have been Leff & Associates because they are a media focused firm, but his current recommendation is for the board to endorse a program limit of \$90,000 and allow him to go back to Leff & Associates and The Collaborative Firm to have them update their proposals to accommodate the City Manager's request for certain items to be removed from the scope of work.

Michael Hightower, Managing Partner for The Collaborative Firm, shared some of his firm's history with the City and experience working on similar projects, which included branding projects for MARTA, Clayton County SPLOST and Dekalb County SPLOST. The Collaborative Firm also assisted with the Southpointe Development in Forest Park.

Lois asked Michael Hightower if The Collaborative Firm would address the needs of the City as a whole.

Chairwoman Angelyne Butler clarified that the purpose of this initiative is to promote Economic Development projects.

Ed Taylor asked about specifications about the timeline in the proposals and how much that breaks down per year for their services. The Phoenix Media Services for example, proposed a 36- month process that breaks down to \$66,000 per year. He wants to know the time vs cost breakdown for the other firms.

Bruce Abraham explained that the scope of work asked for something through December 2021 in an effort to promote aggressively for the rest of the year. Phoenix Media Services and South Atlanta Magazine took it upon themselves to go beyond that timeline and promote longer programs. Leff & Associates and The Collaborative Firm are both more focused, less expensive, and their proposed services were within the requested time frames.

**DOWNTOWN DEVELOPMENT AUTHORITY**  
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10:15 A.M.

**Approval to Award the  
Promotional Contract to  
The Collaborative Firm**

Eliot Lawrence made a motion to award the promotional contract to The Collaborative Firm.

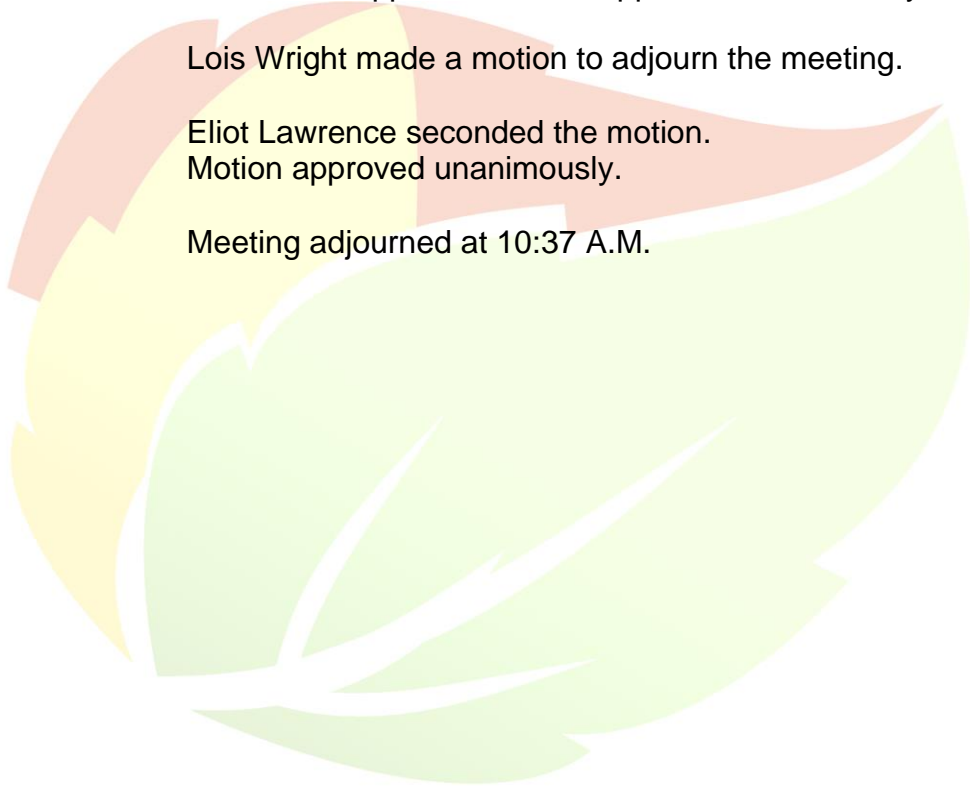
Steve Bernard seconded the motion.  
Roll call for approval. Motion approved unanimously.

**Adjournment**

Lois Wright made a motion to adjourn the meeting.

Eliot Lawrence seconded the motion.  
Motion approved unanimously.

Meeting adjourned at 10:37 A.M.



CITY OF  
**FORESTPARK**

**DOWNTOWN DEVELOPMENT AUTHORITY**  
MEETING MINUTES  
CITY OF FOREST PARK  
April 22, 2021  
5:30 P.M.

**Call to Order:** Chairwoman Angelyne Butler called the Downtown Development Authority meeting for April 22, 2021 to order at 5:30 P.M.

**Present:** Chairwoman, Angelyne Butler; Nachae Jones; Eliot Lawrence; Ed Taylor; Lois Wright; Eric Stallings

**Also Present:**

Mike Williams, City Attorney  
Bobby Jinks, Public Works Director  
Darquita Williams, Interim Finance Director  
Bruce Abraham, Economic Development Director  
Danita Hamid, Project Manager, Economic Development Department  
Kisha Bundridge, Staff Assistant, Economic Development Department

**Absent:** Vice Chair, Steve Bernard

**Approval of Minutes:** Lois Wright made a motion to approve the proposed minutes for February 25, 2021 and March 25, 2021.

Nachae Jones seconded the motion.  
Roll call for approval. Motion approved unanimously.

**Staff Assistant Introduction:** Bruce Abraham introduced Kisha Bundridge, the new Staff Assistant in the Economic Development Department. Bruce Abraham explained that Kisha Bundridge will be relieving Danita Hamid of her board assistant responsibilities to focus on her duties as Project Manager.

Kisha Bundridge introduced herself to the board and said she was excited to take on the role and is looking forward to being of service.

**Discussion: 2021-2022 Budget Review** Mike Williams, City Attorney, provided the board with an overview of the proposed 2021-2022 budget.

The total revenue for the Downtown Development Authority for 2021-2022 is \$2,752,191 and total operating expenses for the Downtown Development Authority for 2021-2022 is \$2,694,001.

**Approval of the Proposed 2021-2022 Budget** Lois Wright made a motion to approve the proposed budget for 2021-2022.  
Ed Taylor seconded the motion.  
Roll call for approval. Motion approved unanimously.



**DOWNTOWN DEVELOPMENT AUTHORITY**

**MEETING MINUTES**

**CITY OF FOREST PARK**

April 22, 2021

5:30 P.M.

**Discussion: Shared Expenses Memorandum of Understanding**

Mike Williams, City Attorney, explained that the proposed Memorandum of Understanding was to formalize the agreement that the Development Authority, Downtown Development Authority, Urban Redevelopment Authority, and City Council made regarding shared expenses during the December 19, 2020 joint meeting.

The Shared Expenses Memorandum of Understanding includes the agreement to pay 15% of the total cost of the audio equipment in the Council Chambers, a third of the salary for an Economic Development Staff Assistant to support the three boards, and a third of the salary supplement for the Economic Development Project Manager. The MOU also states that the boards will pay a lump sum payment at the beginning of the fiscal year to the City of Forest Park for these expenses.

**Approval of the Shared Expenses Memorandum of Understanding**

Eliot Lawrence made a motion to approve the execution of the Shared Expenses Memorandum of Understanding.

Lois Wright seconded the motion.  
Roll call for approval. Motion approved unanimously.

**Discussion: Printing Quotes for Brochure**

Chairwoman Angelyne Butler presented the board with the sample promotional brochure and folder created by Marc Northworthy & Co. She explained that they were planning to have 50 printed to start and had received quotes from several printing companies including Prima Printing, which was recommended by the design firm.

Based on the quotes received, Chairwoman Angelyne Butler recommends the DDA use Prima to print the brochures and folders.

Eliot Lawrence asked why one of the businesses withdrew their quote.

Danita Hamid, Project Manager, explained that one company withdrew because they were not sure they could accommodate the folder request.

**Approval to Table Agenda Item VII: Community/ Small Business Improvement Projects**

Eric Stallings made a motion to table agenda item 8: Community/Small Business Improvement Projects.

Ed Taylor seconded motion.  
Roll call for approval. Motion approved unanimously.

**Adjournment:**

Lois Wright moved to adjourn the meeting.

Eric Stallings seconded the motion.  
Roll call for approval. Motion approved unanimously.

Meeting adjourned at 5:42 PM.



# **Forest Park On The Move Promotions Plan 5-24-21**

**Prepared by:**



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## OVERVIEW

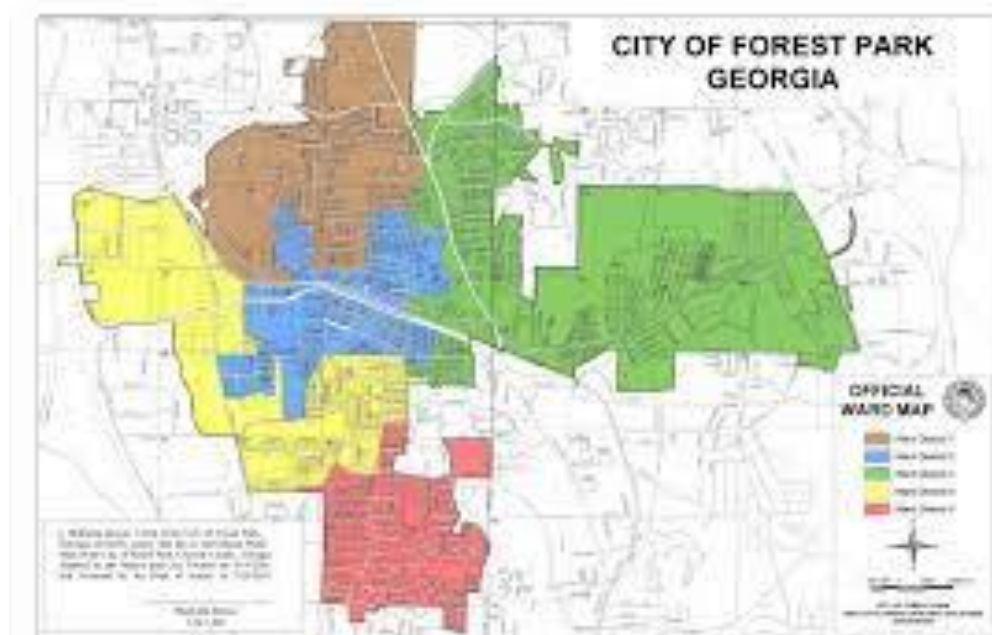
The Collaborative Firm (TCF) is leading efforts to promote economic development activity in Forest Park through the *Forest Park On The Move* project. This Communications Plan consists of proactive strategies designed to capture media attention and generate awareness of the following target areas:

- Recent location of major employers to Forest Park and job creation
- Main Street revitalization
- Fort Gillem's historic buildings
- Development of the new City Hall
- Renovation of historic Starr Park

Our team will provide communications services that position Forest Park as one of the most progressive cities in South Metro. The goal is for positive “buzz” about Forest Park’s economic development efforts to be organically generated among local business leaders, stakeholder groups, residents, and community influencers. Cities perceived as progressive often reap several benefits including an increase in population, interest from developers, and the ability to sustain younger residents, which is important for continued growth.

Forest Park was incorporated in 1908, and it is the 48th largest community in the State of Georgia. In 1973, Fort Gillem’s 1,465 acres were annexed into the city. Located in Clayton County, the City of Forest Park has a total area of 9.4 square miles, and it is conveniently located less than 4 miles from Atlanta Hartsfield-Jackson International Airport and approximately 12 miles from downtown Atlanta. (See Figure 1. Forest Park Map)

Figure 1



## Overview | cont'd.

According to the U.S. Census Bureau 2019 estimate, Forest Park's population is 20,020, with Black or African American being the dominant race (45.7%), followed by White (31.4%). It is a diverse community with people of Hispanic or Latino origin accounting for 27.1%. Approximately 71.5 % of the population is 25+ years of age and are high school graduates while only 8.3% received a bachelor's degree or higher.

Forest Park's average household income is \$36,792. According to Neighborhood Scout, 41.63% of the population are employed in blue-collar jobs. The majority of Forest Park residents work in the areas of office and administrative support (12.95%), food service (10.02%), and sales (9.08%). The mean travel time to work is 28 minutes for workers 16+ years of age.

## **COVID-19 GUIDING PRINCIPLES**

The Coronavirus pandemic has changed the face of public engagement as we know it today. Digital platforms have replaced many of the traditional engagement tools, and in-person activities are not as prevalent. The Coronavirus pandemic is showing signs of improvement and the activities in this plan are adaptable to change.

Our team has extensive experience effectively communicating and engaging stakeholders and residents utilizing virtual platforms. We have and continue to adhere to the following COVID-19 Guiding Principles:

- Meetings will be conducted via virtual platforms unless otherwise directed by the City of Forest Park.
- In-person activities will be conducted in compliance with federal, state, and local executive orders, laws, ordinances, and regulations related to COVID-19.
- Planned events will be adjusted to meet the needs of any given activity resulting from the COVID-19 trajectory.
- All virtual communication strategies are provisional and may be adjusted according to the Coronavirus pandemic. Our team will make the necessary adjustments to shift from virtual to in-person as required.

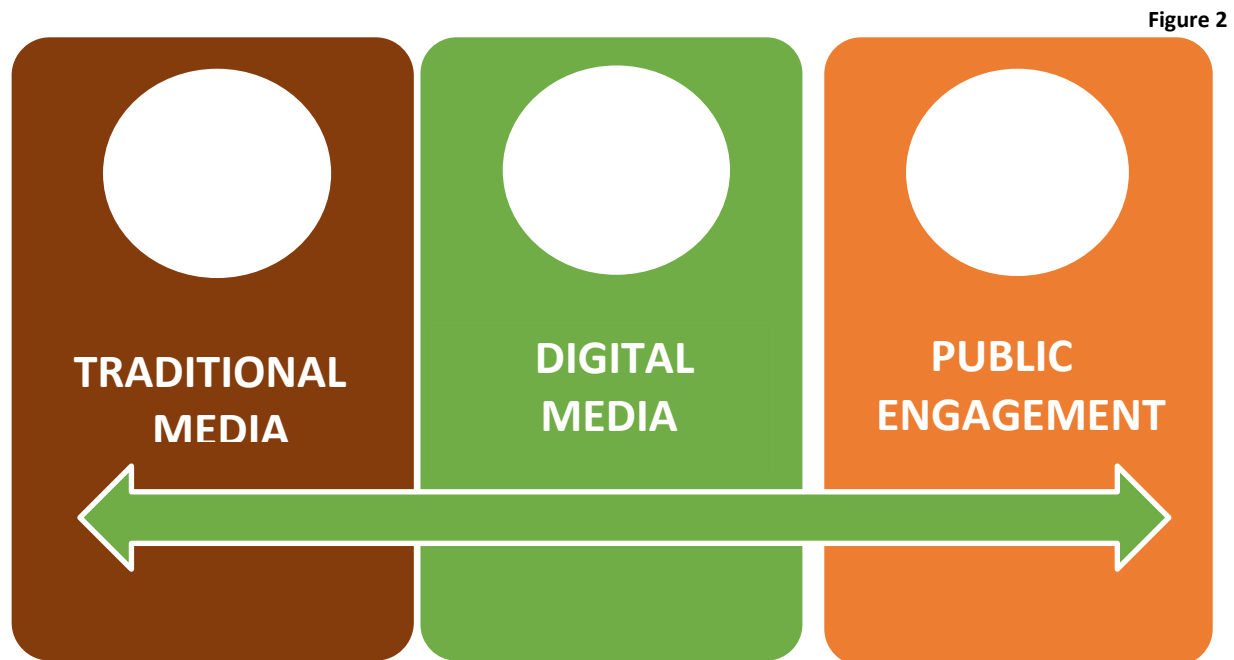
## **STRATEGIC APPROACH**

The Collaborative Firm's strategic approach is to develop and implement a communications plan that is designed to promote Forest Park's economic development projects and the city's other assets. Our objective is to achieve the following:

- Highlight Forest Park's economic development projects.
- Identify opportunities to capture media attention.
- Position Forest Park as progressive among the business community, stakeholder groups, key community influencers, and others.
- Engage, inform, and educate residents about Forest Park's economic development projects.
- Enhance relationships between Forest Park and the business community.

## Strategic Approach | cont'd.

The strategic platform established the foundation on which Forest Park's Communications Plan was developed inclusive of techniques that will be activated during the implementation process. (See Figure 2. Strategic Platform)



- **Traditional Media** is defined as any form of mass communication that has been a part of our culture for over half a century, and available prior to the advent of digital media including the following:
  - Print
  - Television
  - Radio
  - Outdoor Billboards
- **Digital Media** is everything online including website, online advertising, SEO, video content, livestreaming, social media, podcasts, and blogs. There are three types of digital media:
  - Paid: Advertising
  - Earned: Any mention of a brand outside of owned media (WOM/SEO)
  - Owned: Organic touch points that allow users to connect directly with the brand
- **Public Engagement** will be utilized to educate, engage, and inform the residents and stakeholder about the City of Forest Park's economic development projects. It also serves as a platform to convene people with a common interest and provides an opportunity to gain an understanding of the public's mindset about a project(s).

## IMPLEMENTATION PROCESS

The implementation process is extremely important as it brings the Communications Plan to life and transforms the tactics into action to achieve the strategic goals and objectives set forth. Each tactic is designed to align with one of the strategic pillars and techniques stored in the Communications Toolkit for utilization during the implementation process, as needed. (See Table 1. Communications Toolkit)

Table 1

TRADITIONAL MEDIA	DIGITAL MEDIA	PUBLIC ENGAGEMENT
<ul style="list-style-type: none"> <li>• News Release</li> <li>• Media Alert</li> <li>• Press Events</li> <li>• Outdoor</li> <li>• Print Ads</li> <li>• Collateral Distribution</li> <li>• Broadcast</li> <li>• Information Alerts</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• QR Code</li> <li>• Website</li> <li>• Text Message Marketing</li> <li>• News Brief</li> <li>• Virtual Town Hall</li> <li>• Vignettes</li> </ul>	<ul style="list-style-type: none"> <li>• Fact Sheets</li> <li>• FAQs</li> <li>• Visualization</li> <li>• Presentations</li> <li>• Database</li> <li>• Stakeholder Interviews</li> <li>• Community Meeting</li> <li>• PIOH</li> </ul>

### ***Traditional Media***

#### Positive News Campaign

Opportunities will be identified to gain media attention centered around the five target areas previously mentioned in this plan. The Collaborative Firm will capitalize on relationships with local media to gain “positive news” coverage. Clear and concise messaging will be included in media materials. Several techniques from the Communications Toolkit will be utilized including news releases, media alerts, news briefs, social media, and website.

#### Information Alerts

An automated telephone recorded message will be used as an event marketing tool to promote community-wide activities to which the public is invited to attend. Robocalls address Environmental Justice concerns by helping to eliminate potential barriers to participation such as no cell phone or internet access.

#### Collateral Distribution

There will be drop-offs of literature with pertinent project-related information at high traffic locations and popular venues. The information could include meeting notifications, fact sheets, and other such materials. Disseminating literature in this manner is another tool in the Communications Toolkit that addresses Environmental Justice concerns while expanding the reach.

## ***Digital Media***

### Social Media

Social Media platforms will be utilized to expand reach and provide an ability to capture diverse audiences and influencers that can help generate buzz about the positive activity happening in Forest Park. All posts will be facilitated through Forest Park's social media channels (Facebook, Twitter, Instagram) to leverage established and focused engagement with business leaders, stakeholders, community influencers, and residents. The project team will create an approval process and posting schedule.

### QR Codes

QR Codes will be created and placed on select communication materials to drive stakeholders to the digital destinations for the purpose of promoting various public engagement activities.

### Project Webpage

Our team will work with Forest Park staff to create a section on Forest Park's website to highlight *Forest Park On The Move* project related information. Content will include informational text, collateral materials, meeting notifications, videos, and photos. There will be an opt-in prompt for visitors to the site which will assist in building the database.

### Sizzle Reel

TCF will work with Forest Park staff in the development of an upbeat promotional video, approximately two minutes in length, that will highlight the city's economic development projects, historic landmarks, and key businesses. It will be housed on the website, posted on social media, and shared with stakeholder groups to post on their respective communication assets.

### The Green Leaf

Forest Park's new digital news brief, *The Green Leaf*, will be one of several resources used to provide "positive news" about Forest Park. The project team will create a database of local businesses and identify stakeholder groups with large distribution lists to assist in the dissemination of information.

### Virtual Town Hall Meeting

The Virtual Town Hall meeting will be hosted utilizing Zoom webinar technology. Attendees will receive economic development project updates and other business-related news. Opinion polls will be launched throughout the meeting to gain an understanding of attendees' mindset as it relates to various aspects of economic development while keeping them engaged.

## ***Digital Media***

### Champions For Forest Park

Elected officials, business leaders, stakeholder groups, and key community influencers will be recorded on video expressing their commitment to economic development and why they believe Forest Park is “on the move”. The majority of these two-minute video vignettes will be recorded in Forest Park’s recording studio and at other locations throughout the city as appropriate. The *Champions for Forest Park* vignettes will be posted on Forest Park’s social media platforms and website. Stakeholder groups and others will be encouraged to post the vignettes on their respective social media platforms and websites as well.

### Forest Park On The Move Podcast

*Forest Park On The Move* will be a bi-monthly 30-minute live virtual address that primarily focuses on economic development. The segments will feature special guests including Forest Park’s Mayor and Councilmembers, business leaders, local dignitaries, community influencers, and others. TCF will assist Forest Park staff with content ideas, securing speakers, event marketing, and production. Recordings of all segments will be posted on Forest Park’s social media platforms and available on demand via the website. Targeted media will be invited to attend.

## ***Public Engagement***

### Database

TCF will develop and maintain a stakeholder database consisting of elected officials, stakeholder groups, local government staff, business owners, key community influencers and residents that attended the Forest Park Zoning Ordinance meetings, and others. It will serve as the main catalog of contacts for all public engagement efforts.

### Stakeholder Interviews

Interviews with key stakeholders will be conducted by TCF during the discovery phase of the *Forest Park On The Move* project. Questions will be strategically crafted for these one-on-one interviews to gain invaluable input. The information obtained from the interviews will also be utilized to inform and promote Forest Park’s assets and economic development projects.

### Public Information Open House (PIOH)

The PIOH will be held in Forest Park’s old library and serve as a platform for the public to learn about economic development projects. Visualization techniques will be utilized to provide attendees a first-hand view of Forest Park’s vision for the future. The PIOH will kick off with a hybrid meeting (in-person and virtual) and a display will remain in place for 30 days.



## ***Public Engagement***

### Fort Gillem Events

TCF will create an event at Fort Gillem that highlights key area businesses including Kroger, Amazon, Kalera, Home Depot, and Clorox. There will be a major focus on technology. Another event will be a groundbreaking ceremony for Fire Station #3, located at Fort Gillem, which will include a brief program with key speakers.

### City Hall Groundbreaking Ceremony

Our team will assist Forest Park staff with planning a ceremonial groundbreaking for the new City Hall. The invite list will be relatively small and include the Mayor and Council, Clayton County BOC, Forest Park's City Manager, Economic Development and Planning Directors, Program Management Team, Downtown Development Authority, and other key elected officials and stakeholders. The public will be invited to view the ceremony live on Forest Park's social media platforms.

### Starr Park Renovation Construction Start Ceremony

An event will be held symbolizing the construction start for renovation of the historic Starr Park, which is a social hub for the City of Forest. There will be a brief program with key speakers. The public will be invited to view the event live on Forest Park's social media platforms. Media advisories will be distributed to local media.

### Text Message Marketing

This permission-based technique will be used to send bulk informal messages such as event notifications, project updates, and survey links. It provides the ability to target recipients based on location as well as demographics. Those on the receiving end of the message can opt-out if they no longer wish to receive future project related texts. Text message marketing helps to address Environmental Justice concerns.

## **QUALITY ASSURANCE (QA)**

Accuracy and consistency of messaging is important to build trust among stakeholders. Our team has established an internal QA process for high-stakes deliverables. All information will be reviewed and approved by Forrest Park prior to publishing or dissemination.

## **PERFORMANCE METRICS**

The evaluation metrics developed by The Collaborative Firm measure the impact of communication tactics implemented by our team. These measurements help to determine the effectiveness of a given initiative. Outcomes will vary depending on the communications technique used during the implementation process. All such variables are taken into consideration when evaluating performance.

## PROJECT SCHEDULE

The project schedule consists of *Forest Park On The Move* activities from April 2021 through March 2022.

Task	4/21	5/21	6/21	7/21	8/21	9/21	10/21	11/21	12/21	1/22	2/22	3/22
Project Kick-off	•											
Forest Park Tour		•										
Create Database & Update		•	•	•	•	•	•	•	•	•	•	•
Positive News Campaign			•	•	•	•	•	•	•	•	•	•
The Green Leaf				•	•	•	•	•	•	•	•	•
Social Media Posts			•	•	•	•	•	•	•	•	•	•
Champions for Forest Park					•	•	•					
Forest Park On The Move Address						•		•		•		•
Sizzle Reel								•				
Stakeholder Interviews			•	•								
Fort Gillem Event					•							
Fire Station #3 Groundbreaking					•							
Starr Park Renovation Groundbreaking TBD												
City Hall Groundbreaking TBD												
Public Information Open House (PIOH)								•				