

January 28, 2026

PROFESSIONAL SERVICES AGREEMENT

for



CLEARWATER DOWNTOWN
DEVELOPMENT BOARD

Provided by

RB Oppenheim Associates (RBOA)



For more information, contact:

Michael Winn, President & CEO, mwinn@rboa.com

2040 Delta Way Tallahassee, Florida 32303

Phone: (850) 386-9100 | Fax: (850) 386-4396

PROFESSIONAL SERVICES AGREEMENT

Branding & Strategic Marketing Consultation Services

This Professional Services Agreement ("Agreement") is made and entered into as of February 2, 2026 ("Effective Date"), by and between:

Clearwater Downtown Development Board ("DDB" or "Client")

and

RB Oppenheim Associates, Inc.
2040 Delta Way
Tallahassee, Florida 32303
("RBOA" or "Consultant").

1. PURPOSE

The purpose of this Agreement is for RBOA to provide branding and strategic marketing consultation services to support Downtown Clearwater, consistent with the Clearwater Downtown Development Board Request for Qualifications and RBOA's proposal dated December 17, 2025.

2. SCOPE OF SERVICES

RBOA shall provide strategic consulting, brand refinement, marketing guidance, and staff support services. Services shall emphasize capacity-building, strategic frameworks, and staff-ready tools rather than full execution or outsourced production.

2.1 Core Services

RBOA's services shall include, but are not limited to:

A. Brand Development & Refinement

- Brand discovery workshop
- Positioning and messaging pillars
- Brand toolkit and usage guidance
- Core messaging and tagline options
- Visual identity refinement (logo concepts, color palette, typography, as applicable)

B. Content & Storytelling Strategy

- Storytelling themes and narrative framework



- Content cadence and mix guidance
- Visual storytelling rules
- Staff-ready content templates

C. Digital Marketing Strategy & Coaching

- Digital Marketing Playbook
- Platform role definitions
- Engagement best practices
- Accessibility and ADA considerations
- Paid digital strategy recommendations
- Staff training and coaching sessions

D. Corridor Campaign Concept

- Creative campaign blueprint for Cleveland Street (or identified corridor)
- Messaging and sample creative concepts
- Merchant engagement recommendations
- Activation ideas

E. Event Promotion Strategy

- Micro-activation concepts
- Messaging framework
- Template copy for event promotion

F. Performance Measurement Framework

- Identify and define measurable outcomes (KPIs)
- Tracking templates
- Data Interpretation guidance

3. DELIVERABLES

RBOA shall deliver the following:

- Brand Toolkit and Brand Usage Guide
 - Storytelling Framework and content templates
 - Digital Marketing Playbook
 - Cleveland Street Corridor Campaign Blueprint
 - Event Promotion Strategy
 - KPI Measurement Toolkit
 - Up to three (3) staff training workshops
 - Up to six (6) strategy/consultation meetings
-



4. TERM

The term of this Agreement shall commence on the Effective Date and continue for a period not to exceed twelve (12) months, unless earlier terminated pursuant to this Agreement.

5. COMPENSATION

5.1 Fee Structure

- Monthly retainer: \$4,000
- Estimated monthly effort: 38–42 hours
- Total contract amount not to exceed: \$50,000

5.2 Invoicing & Payment

RBOA shall invoice monthly. Payment shall be due within thirty (30) days of receipt of a valid invoice, subject to applicable public-sector payment requirements.

6. MEETINGS & COMMUNICATION

- Monthly strategic check-in meetings are anticipated.
 - During active project phases, meetings may increase to weekly as needed.
 - Email communications will be acknowledged within one (1) business day or within 24 hours, excluding nationally recognized holidays.
-

7. CLIENT RESPONSIBILITIES

The DDB and City staff shall:

- Provide timely feedback and approvals
- Designate a primary point of contact
- Supply existing materials, data, assets, and background information necessary for services

RBOA assumes that all required responses, information, and approvals will be provided in a timely manner. RBOA is not responsible for delays resulting from untimely or missing input or approvals.

8. INDEPENDENT CONTRACTOR



RBOA is an independent contractor and is not an employee, agent, or joint venturer of the DDB or the City of Clearwater.

9. INTELLECTUAL PROPERTY

Upon full payment, all final deliverables produced specifically for the DDB under this Agreement shall become the property of the DDB. RBOA retains the right to reference the work for portfolio and marketing purposes unless otherwise prohibited by law.

10. CONFIDENTIALITY

RBOA shall maintain the confidentiality of non-public information obtained during the course of this engagement, subject to Florida public records law.

11. TERMINATION

11.1 Termination for Convenience

Either party may terminate this Agreement with thirty (30) days' written notice.

11.2 Termination for Cause

Either party may terminate immediately upon material breach, provided written notice and opportunity to cure.

12. INDEMNIFICATION

To the extent permitted by Florida law, RBOA shall indemnify and hold harmless the DDB and City from claims arising from RBOA's negligent acts, errors, or omissions.

13. INSURANCE

RBOA shall maintain insurance coverage consistent with industry standards and shall provide proof of insurance upon request.



14. GOVERNING LAW

This Agreement shall be governed by and construed in accordance with the laws of the State of Florida, with venue in Pinellas County, Florida.

15. ENTIRE AGREEMENT

This Agreement, together with the referenced proposal, constitutes the entire agreement between the parties and supersedes all prior negotiations or understandings.

16. AUTHORITY

The undersigned represent that they are authorized to bind their respective organizations.

SIGNATURES

RB Oppenheim Associates, Inc.

By: 
Name: Michael Winn
Title: President & CEO
Date: 01/28/2026

Clearwater Downtown Development Board

By: 
Name: Bruce Ector
Title: Mayor, DDB Chair
Date: 2/2/2026



December 17, 2025

A Proposal for



CLEARWATER DOWNTOWN
DEVELOPMENT BOARD

for

**Proposal for Branding & Strategic Marketing
Consultation Services**

Provided by

RB Oppenheim Associates (RBOA)



**Digitally Driven
MARKETING**

For more information, contact:

Michael Winn, President & CEO, mwinn@rboa.com

2040 Delta Way Tallahassee, Florida 32303

Phone: (850) 386-9100 | Fax: (850) 386-4396

Cover Letter

City of Clearwater Community Redevelopment Agency
Attn: DDB RFQ Review Committee

Dear Review Committee,

RB Oppenheim Associates (RBOA) is honored to submit this proposal in response to the Clearwater Downtown Development Board's Request for Qualifications for branding and marketing consultation services. We understand that the DDB is seeking a partner who will strengthen internal staff capacity, rather than replace it, and we fully embrace that consultation-first model.

For more than four decades, RBOA has worked alongside community redevelopment agencies, statewide associations, and public-sector organizations to clarify their brands, tell more compelling stories, and build sustainable digital communications programs. Our team knows that the most resilient marketing efforts come from within, when staff are equipped with clear frameworks, cohesive tools, and confidence in the brand they represent.

The following proposal responds directly and exclusively to the scope outlined in the RFQ. It details our approach to brand refinement, storytelling and content strategy, digital marketing guidance, corridor campaign concept development, event promotion strategy, performance measurement, and structured staff support.

We appreciate your consideration and welcome the opportunity to discuss this proposal and RBOA's experience supporting your community redevelopment initiatives.

Sincerely,



Michael Winn, President & CEO
RB Oppenheim Associates (RBOA)
2040 Delta Way • Tallahassee, FL 32303
850-386-9100 | mwinn@rboa.com



Table of Contents

Cover Letter	2
Project Overview & Approach	4
Minimum Vendor Qualifications	8
Monthly Retainer Fee Structure	9
Timeline	9
Branding & Strategy Work Samples	10
o Florida Redevelopment Association.....	10
o Tallahassee Community Redevelopment Agency.....	15
o Fort Myers Community Redevelopment Agency.....	21
Key Team Members & Qualifications	22
References	27

Project Overview & Approach

RBOA's approach is grounded in strategic clarity, staff usability, and long-term sustainability. Rather than producing isolated deliverables, we focus on building practical frameworks that help the City of Clearwater, the Clearwater CRA, and the DDB staff communicate consistently, confidently, and effectively over time. Our role will be to provide the strategic foundation, creative direction, and coaching support that enable Downtown Clearwater's brand and messaging to thrive in daily use, using practical tools rather than one-time deliverables.

We will begin by establishing a shared understanding of Downtown Clearwater's identity, priorities, and audiences. Through a collaborative discovery and brand refinement process, we will work closely with CRA, Public Communications, and DDB stakeholders to clarify what Downtown Clearwater stands for, how its messaging should sound and look, and how it should be represented across channels. This early alignment ensures that all subsequent marketing, storytelling, and campaign efforts are rooted in a clear and consistent point of view.

From this foundation, RBOA will translate strategy into staff-ready tools. Our approach emphasizes simplicity, repeatability, and ease of use, recognizing that effective communications depend on systems that staff can realistically maintain alongside other responsibilities. We will develop concise brand and messaging guidance, storytelling themes, visual rules, and content templates that allow multiple contributors to create content while maintaining cohesion and quality. The goal is not to centralize production with RBOA, but to empower staff with clear direction and guidelines.

Digital marketing strategy is developed with a similar philosophy. Rather than chasing trends or maximizing volume, we will define the role each platform plays in advancing Downtown Clearwater's goals and serving its audiences. We focus on engagement quality, messaging clarity, accessibility, and alignment with real downtown activity patterns. Our recommendations will balance organic content with selective paid support, ensuring that resources are used strategically and efficiently. Training and coaching are integral to this phase, reinforcing best practices while allowing staff to adapt strategies in real time.

Campaign development, such as the Cleveland Street corridor concept, will be approached as a scalable blueprint rather than a fully executed campaign. RBOA will develop the creative direction, messaging, and sample applications, along with guidance for merchant participation and feasible activations. This will ensure that staff and partners can implement and extend the campaign using the provided framework, without reliance on ongoing agency production.

Event promotion and placemaking efforts will be designed to be modular and repeatable. We will focus on micro-activations, consistent storytelling, and alignment



with the Downtown Clearwater brand, providing staff with adaptable messaging and promotion structures that can be reused across events and seasons.

Throughout the project, RBOA will prioritize clear communication, efficient workflows, and minimal disruption to ongoing operations. We will provide structured timelines, defined review points, and focused meetings that respect staff time while maintaining momentum. Performance measurement will be intentionally streamlined, with a small set of meaningful indicators and simple tracking tools that support informed decision-making without creating reporting burdens.

Ultimately, RBOA's approach is collaborative, strategic, and capacity-focused. By combining brand clarity, practical tools, and ongoing guidance, we will help the City, CRA, and DDB build a communications system that supports Downtown Clearwater's goals well beyond the initial project period.

Brand Development Framework

RBOA will lead a brand refinement process that engages the City, the CRA, Public Communications, and DDB stakeholders in clarifying what Downtown Clearwater stands for and how it should be represented. The result will be a Brand Toolkit that serves as the central reference for all downtown communications.

Key activities and deliverables include:

- **Brand Discovery Session:** A facilitated workshop to explore current perceptions, priorities, challenges, and aspirations for the Downtown Clearwater brand.
- **Positioning & Messaging Pillars:** Development of a clear positioning statement and a small set of messaging pillars that capture the essence of Downtown Clearwater and guide all narrative content.
- **Identity Refinement:** Exploration of 1–2 refreshed logo treatments (as desired), along with an updated color palette and typography selections that work well across digital and print uses.
- **Core Messaging & Tagline Options:** Drafting of core messaging language and tagline options that reflect the district's identity, tone, and promise.
- **Brand Usage Guidelines:** A concise, staff-focused Brand Toolkit explaining how to apply the brand in social content, presentations, and basic campaign materials, with examples for clarity.

Content & Storytelling Strategy

RBOA will design a content and storytelling strategy that makes it easier for staff to tell consistent, compelling stories about Downtown Clearwater across platforms. The emphasis will be on clarity, repeatability, and ease of use.



The strategy and tools will include:

- **Storytelling Themes:** Recommended themes such as merchant stories, redevelopment progress, district identity, public realm improvements, arts and culture, and community partnerships.
- **Content Cadence & Mix:** Guidance on how often to share different types of content and how to balance promotional, informational, and community-building posts.
- **Visual Storytelling Rules:** Practical guidance on the use of logos, color, photography style, and simple graphics so that content feels cohesive regardless of the creator.
- **Templates:** Staff-ready templates for social posts, reels/video storyboards, photography shot lists, merchant spotlight profiles, and key presentation decks.
- RBOA will supply the framework and tools; CRA and Public Communications staff will create and publish content using these resources.

Digital Marketing Strategy & Coaching

RBOA will deliver a Digital Marketing Playbook tailored to Downtown Clearwater's needs, focusing on Facebook, Instagram, and LinkedIn, along with staff training and ongoing strategic support.

The Digital Marketing Playbook will address:

- **Platform Roles:** Recommended roles for each platform (e.g., community storytelling, business announcements, stakeholder updates) and ideal audience focus.
- **Engagement Best Practices:** Guidance on writing captions, responding to comments, and monitoring basic sentiment.
- **Accessibility & ADA Considerations:** Practical tips for alt text, captioning, contrast, and inclusive language.
- **Posting Cadence & Seasonal Ideas:** Sample cadences and seasonal campaign concepts aligned with downtown activity patterns.
- **Paid Digital Strategy:** Recommendations for when and how to use paid promotions to boost key campaigns.
- **Training and coaching will include:** Up to three staff workshops focused on social optimization, storytelling alignment, and video/reels basics, and up to six monthly strategy check-ins where staff can review performance, ask questions, and refine plans with RBOA.

Corridor Campaign Concept Development

RBOA will develop a creative campaign concept for the Cleveland Street 400–500 block that staff can implement using the provided blueprint and templates.

The campaign concept will include:



- **Campaign Theme & Direction:** A core idea and look/feel that unify corridor messaging and visuals.
- **Messaging:** Key talking points and short-form copy options for use in social posts and basic printed materials.
- **Sample Graphics:** Two to three conceptual examples showing how the campaign might appear in digital formats.
- **Merchant Engagement Strategy:** Recommendations for involving corridor businesses in the campaign, including content collaboration and cross-promotion.
- **Activation Ideas:** A short list of feasible, staff- and partner-led activations that bring the campaign into the public realm.

Event Promotion Strategy

To support DDB-supported events and merchant-centered programming, RBOA will develop an Event Promotion Strategy focused on micro-activations and consistent messaging. RBOA will not execute events or handle media relations; those responsibilities remain with City staff.

The strategy will provide:

- **Micro-Activation Concepts:** Ideas for small-scale, repeatable activities that support merchants and encourage foot traffic.
- **Promotion Framework:** Recommendations for aligning event messaging with the Downtown brand and storytelling themes.
- **Template Copy:** Sample media advisory language and event description text that staff can adapt for specific activities.

Performance Guidance & Reporting Framework

RBOA will design a performance measurement approach that helps the DDB communications team understand the impact of messaging without creating an overly burdensome reporting process.

The framework will include:

- **Defined KPIs:** A focused set of metrics such as engagement rates, reach, website referrals (if applicable), merchant participation, and basic activation indicators.
- **Tracking Templates:** Simple, staff-friendly tools for monthly tracking of social metrics and merchant feedback.
- **Interpretation Notes:** Guidance on how to interpret trends, identify wins, and make data-informed adjustments.

Meetings & Support

RBOA's support structure aligns with the RFQ and is designed to provide consistent guidance without adding unnecessary complexity.

Planned support includes:

- One project kickoff meeting.
- One brand discovery workshop.
- Up to three staff training workshops.
- Up to six monthly strategy check-in meetings.
- Planned review cycles for staff-created materials, with feedback focused on reinforcing brand and storytelling frameworks.

Deliverables Summary

RBOA will deliver the following items, matching the RFQ scope exactly:

- Brand Toolkit (refined identity and messaging).
- Brand Usage Guide.
- Storytelling Framework and content templates.
- Digital Marketing Playbook.
- Corridor Campaign Blueprint for the Cleveland Street 400–500 block.
- Event Promotion Strategy
- KPI Measurement Toolkit and tracking templates.
- Up to three staff training workshops.
- Up to six monthly strategy/consultation meetings.

Minimum Vendor Qualifications

RBOA meets and exceeds all minimum qualifications defined in the RFQ, including experience, public-sector focus, and demonstrated ability to create brand and campaign frameworks that staff can own and use.

Key qualifications include:

- **Over 40 years of experience** in branding, marketing strategy, and communications planning for public agencies, associations, and community-focused organizations.
- **Extensive work with community redevelopment and downtown-focused organizations**, where we have developed brand platforms, campaigns, and long-term digital strategies.

- **Significant experience creating brand guidelines, messaging frameworks, and campaign playbooks** that become everyday tools for internal communications teams.
- **A strong track record of staff training, workshops, and ongoing coaching**, focused on practical skills and capacity-building rather than one-off presentations.
- **A strategy-centered portfolio**, with emphasis on positioning, clarity, and communication frameworks over high-volume production.

Established in 1985, RBOA is a financially stable firm with the resources and infrastructure to support both ongoing and new initiatives. We maintain comprehensive insurance coverage that meets or exceeds industry standards and can provide documentation upon request. Our team of 14 specialists supports a diverse client portfolio, allowing us to deliver consistent, integrated marketing services with the capacity and reliability required for long-term public-sector partnerships.

RBOA has decades of experience supporting public agencies and community-focused organizations through strategy-led branding, marketing, and communications. We have worked extensively with downtown and community redevelopment organizations, including long-standing partnerships with the Florida Redevelopment Association and multiple Community Redevelopment Agencies, which have given us a deep understanding of the challenges and goals of revitalization efforts.

Our work emphasizes precise positioning, consistent messaging, and practical communication tools, such as brand guidelines, messaging frameworks, and campaign playbooks, that internal teams can use regularly. With a proven track record in digital strategy, public awareness campaigns, and staff training, RBOA delivers strategic, results-driven support that helps redevelopment organizations engage stakeholders and strengthen their communities.

Monthly Retainer Fee Structure

- Deliverables as listed above.
- Number of hours of support per month: 38 - 42 hours
- Retainer fee amount: \$4,000 per month (Total contract not to exceed \$50,000)

Timeline & Availability

Within the First 60 Days:

- Kickoff meeting and brand discovery workshop completed
- Brand positioning strategy, tone, and message pillars delivered



- Brand Usage Guide delivered

Within the First 90 Days:

- Brand Toolkit (logo concepts, palette, typography, core messaging)
- Template for social, video photography, and presentations completed
- Paid digital plan delivered
- Event promotion strategy delivered
- KPI Measurement Framework delivered

Within the First 180 Days:

- Storytelling Framework completed
- Digital Marketing Playbook completed
- Corridor campaign blueprint completed
- Staff workshops delivered

Availability:

RBOA maintains a structured yet flexible engagement model to ensure projects remain on schedule, aligned with objectives, and responsive to client needs. We typically conduct monthly strategic check-in meetings with our clients to review progress, confirm priorities, and address upcoming milestones. During active phases of a project, such as discovery, brand development, or major deliverable reviews, we are fully prepared to increase meeting frequency to weekly or as needed to support collaboration, decision-making, and timely execution.

Our team prioritizes clear and consistent communication. All email correspondence is acknowledged the same business day or within 24 hours, excluding nationally observed holidays. This approach ensures transparency, accountability, and prompt issue resolution throughout the project engagement.

Branding & Strategy Work Samples

Florida Redevelopment Association, <https://redevelopment.net>

Description of Project: RBOA has had the honor of being the marketing agency for the Florida Redevelopment Association (FRA) for the past 20 years. RBOA executes a 12-month digital marketing plan aligned with the FRA's value proposition and overall agency growth

vision for 2025, using strategic digital marketing and social media tactics to expand

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REDEVELOPMENT
ASSOCIATION



its stakeholder base. The digital marketing plan includes a content strategy, clearly defined objectives and outcomes, a list of target audiences' characteristics, behaviors, and tendencies to achieve optimal reach, aligned strategies, and a month-by-month plan of specific tactics and activities.

Our goals are to increase and enhance awareness of the FRA brand and promote its commitment to community redevelopment efforts in Florida, with an ongoing focus on highlighting the work that FRA member CRAs have accomplished.

The services RBOA provides for the FRA are:

Digital Marketing and Communication

- Social Media Management and Engagement
- Target Audience Analysis
- Email Marketing
- Facebook, Instagram, and LinkedIn Ads
- Planning for the FRA Annual Conference

Measurement and Evaluation

- Reporting
- Client Counseling

Completion Date: Ongoing, Recurs Annually

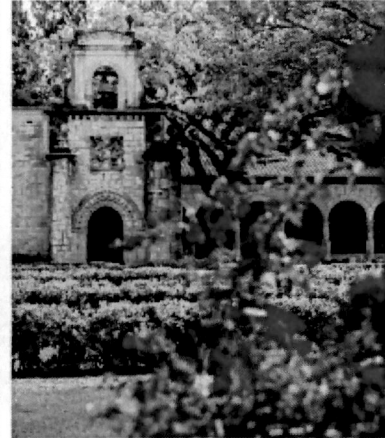
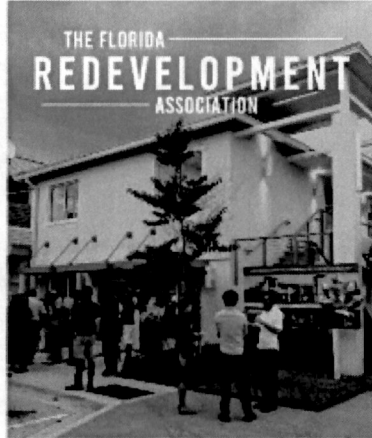
Implementation, Coordination, and Funding Plans: RBOA crafts and implements a comprehensive marketing strategy to elevate the FRA's visibility and impact. Key components are:

- Develop and implement strategic social media content with branded graphics and messaging.
- Run targeted social media advertising campaigns on Facebook, LinkedIn, and Instagram to engage stakeholders and promote FRA activities, offerings, and success stories, including those of member CRAs.
- Promote the FRA Annual Conference using previously filmed video content, digital assets, and promotional materials.
- Design and distribute twice-weekly marketing emails with content tailored for FRA members and general community redevelopment stakeholders.
- Update FRA website content to align with and complement social media efforts.
- Create special promotions for FRA Academy, Membership, and Annual Conference campaigns.

Samples of Work:



[View as Webpage](#)



Your Weekly FRA Update: January 16, 2025



FRA ACADEMY *Register Today!*

The FRA Academy is a unique educational program, designed to promote a prerequisite level of knowledge and professionalism in the field of community redevelopment.

Courses are open to anyone interested in learning more about redevelopment practice in Florida.

Courses begin in February!

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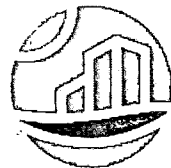


New! City Breaking Ground on Apopka Sports Park

The new \$500,000 Apopka Action Sports Park is an Apopka Community Redevelopment Agency project using tax increment fund (TIF) revenue from the City of Apopka and Orange County Government. The park will include a skate park area for skateboarders and skaters and a pump track area for BMX bikers.

"The park will bring an exciting new amenity to the Apopka community for both the youth and adults to enjoy," says Parks and Recreation Director Radley Williams. "Bringing a skate park to Apopka is an initiative that has been discussed over many years throughout the Apopka community, and the Parks and Recreation Department is excited to be able to bring this park to life with the funding assistance and support of the Apopka Community Redevelopment Agency, City of Apopka Council, and Orange County Government."

[Read more here](#)



New! Clearwater CRA Steps Up Downtown Revitalization Efforts

Businesses that have opened in Clearwater's Downtown Community Redevelopment Area in 2024 are Olive & Thyme Mediterranean fusion restaurant; Waffle's Dream; The Nash Keys Dueling Piano Bar; Los Amici Bakery & Pizza; 45 Sports Bar & Lounge LLC; Machi Boba Tea & More; Studio Twelve Eight event space; and Atlantis Art tattoo studio. Like Cleveland Street Market, they are the type of businesses that city officials hope will bring more people to downtown.

The point person in the effort is Clearwater Community Redevelopment Agency Executive Director Jesus Nino.

"I have been the CRA Executive Director for a year now and during this time we have intensified our efforts to revitalize downtown," Nino says. "These efforts include recruitment



2024 FRA AWARDS

2

Days Left!



FRIDAY DEADLINE!
APPLY BY JUNE 14, 2024

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ASSOCIATION

FRA ACADEMY

CRA 101

@ 2024 FRA CONFERENCE!

Oct. 22, 2024 - 9 AM - 5 PM

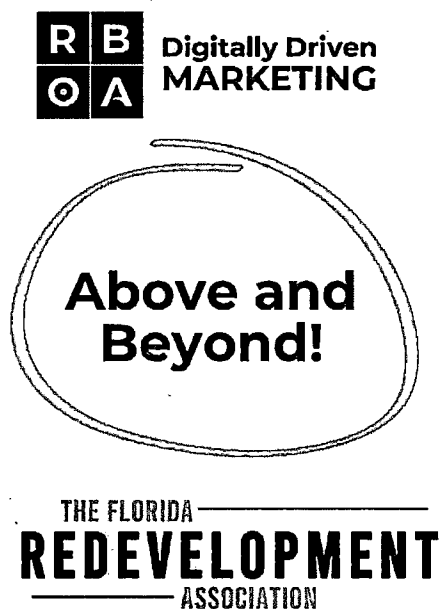
Tampa Marriott Waterside
505 Water Street
Tampa, FL 33602

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Register Today!



FRA praise for RBOA: RBOA thanks our clients on OUR social media!



"RBOA's team consistently went above and beyond our expectations. As a result of their efforts, the FRA has experienced a substantial increase in both brand awareness and membership."

**Jeff Blomeley, Executive Director,
Florida Redevelopment Association**

Tallahassee Community Redevelopment Agency

Description of Project: RBOA enhanced the Tallahassee Community Redevelopment Agency's (TCRA) brand awareness and highlighted the importance of its community redevelopment efforts in Tallahassee in two CRA districts.

Our digital marketing strategy included targeted campaigns to boost brand visibility, creative content development, social media posts, event promotion, design of promotional materials, and e-mail newsletters.

We showcased TCRA's achievements and amplified its impact through strategic marketing efforts, emphasizing completed redevelopment projects, in addition to promoting key messages to stakeholders and community members.

The services RBOA provided for the TCRA were:



Digital Marketing and Communication

- Social Media Management and Engagement
- Target Audience Analysis
- Email Marketing
- Facebook and Instagram Ads

Measurement and Evaluation

- Reporting
- Client Counseling

Completion Date: 2023 - 2025

Implementation, Coordination, and Funding Plans: RBOA crafted and implemented a comprehensive marketing strategy to elevate the TCRA's visibility and impact. Key components included:

- Developing and implementing strategic social media content with branded graphics and messaging.
- Running targeted social media advertising campaigns on Facebook and Instagram to engage stakeholders and promote CRA events, success stories, funding opportunities, and board communications.
- Designing and distributing quarterly marketing emails with content tailored for stakeholders and the general community.
- Promoting TCRA events within the community.

Samples of Work:

TCRA: Social Media Content Samples



JULY IS PARK & RECREATION MONTH Experience Cascades Park!



What funds a
CRA?

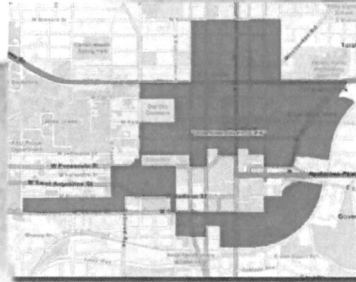
Revenue deposited to a redevelopment trust fund is from the incremental growth in taxable value within the CRA area. This is called Tax Increment Funding (TIF).

TCRA: Stakeholder and Communications Posts

**Goals & Objectives:
Fiscal Year 2024-2025**



Downtown District



**Greater Frenchtown /
Southside District**



**NOW
OPEN**

FY25 Project Funding

**Commercial Property
Improvement Program
(CPIP)**



DEADLINE: Jan. 24, 2025

**TALLAHASSEE
Community
Redevelopment
Agency**

APPLY NOW



**Downtown Redevelopment
Commission (DRC) Seat**



TCRA: Success Stories (samples of 5-slide animated posts)

CRA SUCCESS STORIES



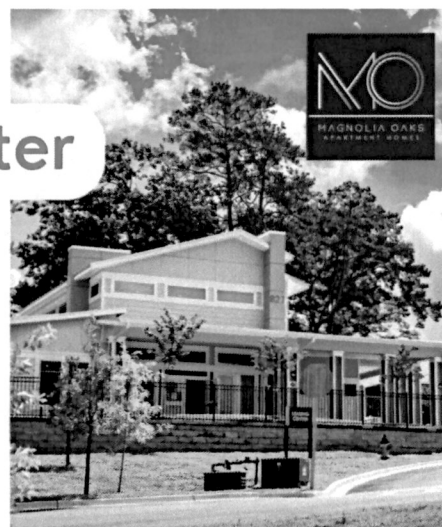
The Tallahassee CRA is committed to affordable housing.

CRA SUCCESS STORIES



The pet-friendly community features 1, 2, and 3-bedroom floor plans with modern features ideal for all walks of life. The development features a pool and fitness center, and is located near FSU and FAMU.

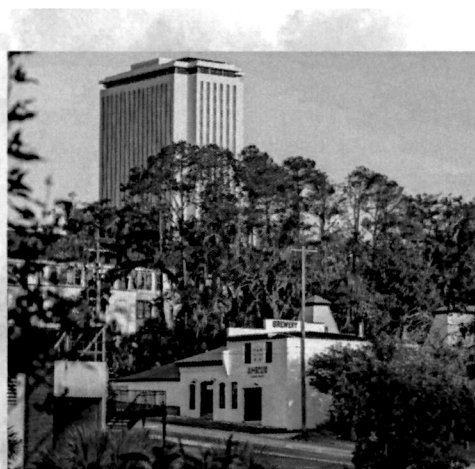
after



CRA SUCCESS STORIES



AMICUS
BREWING VENTURES
TLH



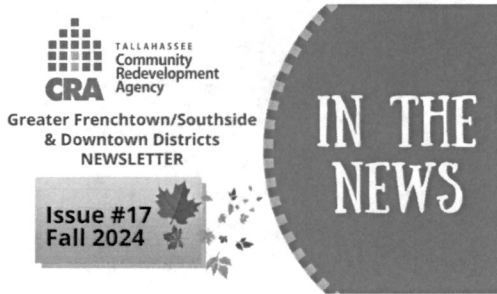
Welcome to the historic place where friends cross paths over great craft beer!



TCRA: Quarterly Newsletter Sample Pages

[View as Webpage](#)

Working Together Toward CommUNITY Goals



Fall is where it's at! The Tallahassee Community Redevelopment Agency (CRA) is proud to share with you what has been happening in our districts!

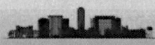


EVENTS & MEETINGS

**2025 CRA Board, DRC, GFS CAC, and
Coffee & Connections Meeting Dates**



CRA PROJECTS



DOWNTOWN DISTRICT



Bicentennial Square Park

Bicentennial Square Park – Thursday, October 17, 2024, the CRA Board voted unanimously to approve funding for Phase 1 not to exceed \$45,000 and for Phase 2 not to exceed \$471,000 for the Bicentennial Park concept and to require the design consultant to provide alternatives for the bathroom design and location.

Tallahassee CRA: Goals & Objectives - Fiscal Year 2024-2025

Goals & Objectives: Fiscal Year 2024-2025



Downtown District



Greater Frenchtown / Southside District



The Fiscal Year (FY) 2025 CRA goals, objectives and performance measures, and standards were approved by the CRA Board at the October 17, 2024 meeting.

The 2024 State of Florida Legislative Session passed House Bill 7013, amending Florida Statute 189.0694 to require each special district to establish goals and objectives for each program and activity undertaken by the district.

The bill also requires each district to create performance measures and standards to determine if the district's goals and objectives are being achieved.

[View Here](#)



IN THE COMMUNITY

**2024 FRA Annual Conference
October 22-25, 2024**



CRA staff members (from left to right – Sheila Williams, Sherri Curtis, Elise Fisher) attended the Florida Redevelopment Association (FRA) Annual Conference held 10/22/24 – 10/25/24 in Tampa, Florida. The conference is an opportunity for staff to learn and grow while sharing the great things we are doing here in Tallahassee, especially projects the CRA has funded.

TCRA praise for RBOA: RBOA thanks our clients on OUR social media!



"RBOA is an extension of our team. Their seamless collaboration and deep understanding of our industry have led to campaigns that not only meet but exceed our expectations. Their dedication to our success is unmatched."

**Stephen Cox, Executive Director,
Tallahassee Community
Redevelopment Agency**



**Digitally Driven
MARKETING**

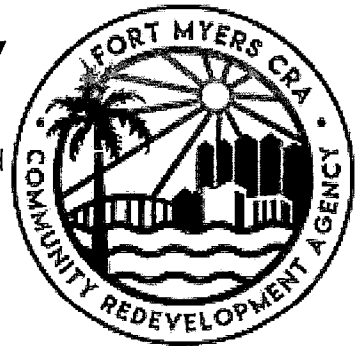
**Dedicated
To Success**



**TALLAHASSEE
Community
Redevelopment
Agency**

Fort Myers Community Redevelopment Agency

Description of Project: RBOA developed a responsive WordPress website for FMCRA, optimizing content delivery and usability across both desktop and mobile devices. We continue to provide ongoing support for content management, including regular updates and maintenance via an email ticketing system, allowing the FMCRA team to focus on other priorities.



Completion Date: Ongoing

Implementation, Coordination, and Funding Plans: RBOA crafted an effective website design to elevate the FMCRA's visibility and impact. We continue to work with the FMCRA to provide apt website management services. Key components of our implementation and coordination are:

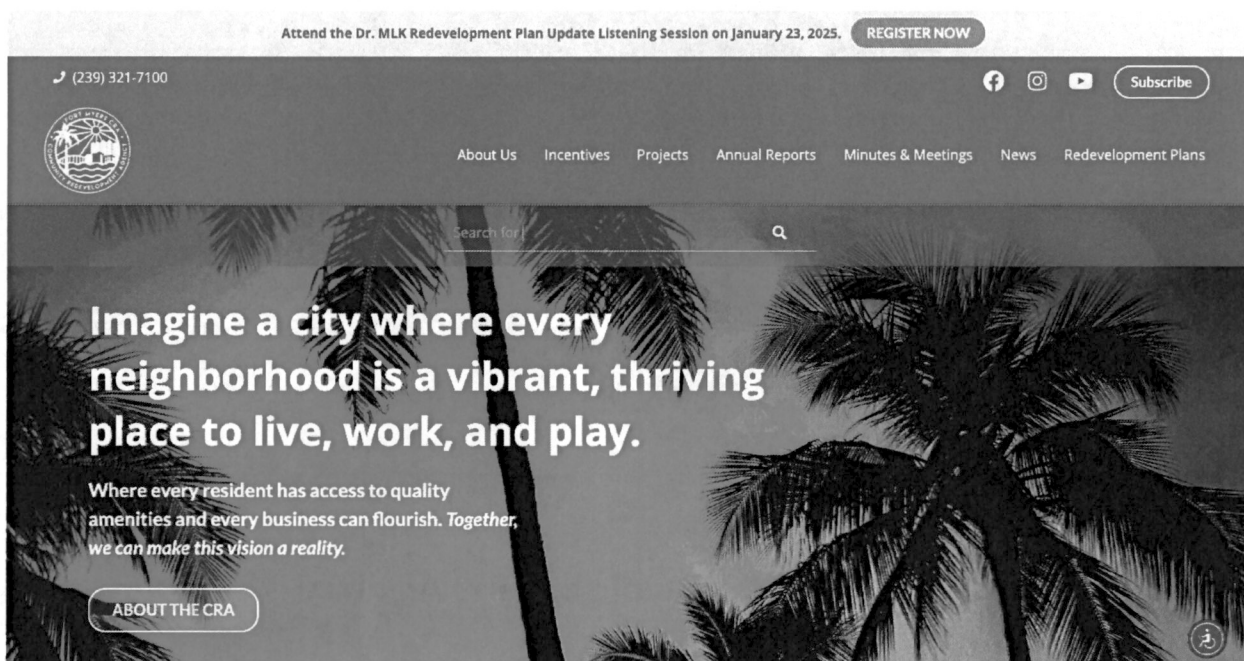
- Collaborating with FMCRA staff to gather all necessary content, including text, photos, and PDFs, while securing appropriate stock imagery.



- Providing two hours of video training and detailed documentation for staff on website functionality and updates.
- Ensuring ADA compliance with Section 508 and WCAG 2.1 standards.
- Providing website management on an as-needed basis for instances of regular site content changes, page updates, blog post modifications or additions, adding new resources, basic theme or template modifications, and basic CSS modifications.

Samples of Work:

FMCRA Website Home Page: View the full site at <https://fortmyerscra.com/>



Key Team Members & Qualifications

Michael Winn, President & CEO (Tallahassee)

As President and CEO of RBOA, Michael Winn brings more than two decades of leadership in strategic communications, public relations, and creative services, specializing in helping public agencies and associations effectively engage diverse stakeholders. Under his leadership, RBOA has become a trusted partner for organizations seeking to strengthen public messaging, media presence, and community engagement through integrated strategies that combine communications, design, and multimedia.

For the past 19 years, Michael has directed RBOA's work with the Florida Redevelopment Association (FRA), representing community redevelopment agencies across Florida, including those in the City of Fort Myers, City of Tallahassee, and City of Delray Beach. His role has centered on facilitating communications strategy, media outreach, and public awareness campaigns that position agencies' award-winning projects for statewide recognition and positive public engagement.

Core Areas of Expertise

- **Strategic Communications & Messaging:** Development of talking points, campaign messaging, and presentation outlines tailored for elected officials, community stakeholders, and the public.
- **Public Relations & Media Relations:** Proven success in elevating public awareness of redevelopment initiatives, managing media outreach, and framing narratives that resonate with diverse audiences.
- **Graphic & Digital Design:** Conceptualization and delivery of branded social media graphics, website visuals, newsletters, and communication materials for both digital and print platforms.
- **Multimedia Services:** Oversight of professional photography and videography to document projects, create compelling stories, and enhance engagement across multiple channels.
- **Event Communications:** Support for both online and in-person events, including award programs, community gatherings, and stakeholder presentations.

Key Accomplishments

- **Florida Redevelopment Association (FRA)** – Directed strategic communications for 19 consecutive years, supporting the annual FRA Awards Program, which showcases redevelopment success stories statewide. Developed award positioning strategies that helped local governments highlight their innovative projects to peers, stakeholders, and the public.
- **City Partnerships** – Provided communications and design support to high-profile redevelopment agencies, including Fort Myers, Tallahassee, and Delray Beach, ensuring their initiatives were effectively represented at the state and community levels.
- **Brand Recognition Leadership** – Consistently elevated the visibility of community redevelopment agencies, advancing public awareness campaigns that improved recognition of agencies' contributions to economic development and neighborhood revitalization.

Erica Thaler, Chief Marketing Officer (Tallahassee)

Erica Thaler is the Chief Marketing Officer of RBOA, where she leads public relations, strategic communications, and content development initiatives for government agencies and redevelopment organizations. She has extensive experience working directly with members of the Florida Redevelopment Association (FRA) to provide messaging strategies, press materials, and public engagement campaigns that highlight the value of redevelopment projects.



Her work emphasizes equipping local governments with the tools to communicate effectively with residents, stakeholders, and policymakers. Erica has developed press releases, social media graphics, and copy that have guided public awareness campaigns and fostered positive public perception of elected officials. She has also delivered presentations to government agencies on how to market redevelopment projects, demonstrating their long-term contributions to community growth and revitalization.

Core Expertise

- **Public & Media Relations:** Drafting press releases, talking points, and campaign messaging that highlight the positive impact of redevelopment efforts.
- **Strategic Messaging & Social Media:** Creating sample social media graphics and copy to guide agencies in communicating effectively across platforms.
- **Stakeholder Communications:** Equipping local governments with communication tools to build trust with community members and demonstrate project benefits.
- **Training & Presentations:** Delivering workshops and presentations to government agencies on how to market redevelopment projects and communicate their long-term community value.
- **Integrated Campaign Support:** Coordinating messaging across press, digital media, and public-facing materials to align strategy and maximize impact.

Key Accomplishments

- **City of Fort Lauderdale, Lake Worth Beach, Ybor City & City of Tampa** – Developed press release templates, social media messaging, and public awareness campaigns that highlighted redevelopment successes, resulting in more positive public perception of elected officials' leadership.
- **Central Florida Regional Planning Council & Fort Walton Beach** – Provided messaging strategies and visual communication guidance to ensure redevelopment benefits were communicated clearly and effectively to stakeholders.
- **Florida Redevelopment Association (FRA) Members** – Acted as a direct liaison with agency members, providing communication support, strategic guidance, and sample materials that helped local governments promote their award-winning projects.
- **Public Sector Education** – Delivered presentations and training sessions to government agencies on communications best practices, including how to market redevelopment projects to showcase community impact and economic value.

Morgan Sparks, Digital Strategy Director (Tallahassee)

Morgan Sparks is the Digital Strategy Director at RBOA, where she leads the planning and execution of comprehensive digital campaigns that align with client goals and deliver measurable results. Her responsibilities include developing high-impact strategies across digital communication channels, paid media, and content marketing to drive engagement, awareness, and growth. With over a decade of experience on both the agency and client side, Morgan brings a deep understanding of brand storytelling, audience targeting, and multi-channel campaign management. Her background encompasses experience in various industries, including behavioral healthcare, legal services, insurance, and

government affairs. She specializes in blending creative direction with strategic insight to craft campaigns that not only resonate – but perform.

Core areas of expertise:

- **Digital Strategy & Leadership:** Directed multi-platform digital marketing campaigns that increased web traffic, engagement, and lead generation, while aligning strategies to client KPIs and ROI goals.
- **Integrated PR & Communications:** Designed and executed campaigns that blended PR, digital media, and content marketing—securing earned media coverage, managing crisis communications, and building brand visibility across sectors.
- **Crisis & Reputation Management:** Guided clients through high-stakes communications challenges, delivering clear, consistent messaging across media channels to protect and strengthen brand trust.
- **Client & Account Management:** Served as the primary point of contact for diverse client portfolios, translating organizational goals into actionable marketing plans, overseeing budgets, and ensuring campaign delivery on time and within scope.
- **Media & Stakeholder Relations:** Built and maintained relationships with media outlets, lobbyists, and government affairs professionals, securing placements and shaping public narratives to support legislative, advocacy, and brand initiatives.
- **Content Development & Campaign Execution:** Produced and managed branded content, including social media, email campaigns, blogs, press kits, and microsites to support events, launches, and advocacy efforts.
- **Performance Analytics & Reporting:** Delivered monthly reports and insights using tools like Google Analytics, SEMrush, and Meta Ads Manager to optimize strategies and communicate results effectively to stakeholders.
- **Direct Response Marketing:** Planned and optimized paid social media campaigns using A/B testing, retargeting, and audience segmentation to maximize conversions and lower cost-per-acquisition.

Key Accomplishments

- **Public Sector Engagement** – Delivered presentations and served as a communications lead for government and nonprofit organizations, guiding media relations, crisis communication planning, and stakeholder messaging to strengthen public trust and transparency.
- **Florida Civic Advance (FCA)** – Secured statewide earned media placements, including Florida Politics and op-eds in regional outlets, to spotlight Florida's civic health challenges; developed messaging strategies and content that elevated FCA as a leading voice in civic engagement and reform.
- **Media Relations & Earned Coverage** – Secured placements in top statewide and regional outlets, including *Florida Politics*, *The Tallahassee Democrat*, WCTV (CBS affiliate), WTXL (ABC affiliate), *The Orlando Sentinel*, and other local media; developed relationships with journalists and producers to ensure consistent, positive coverage of client initiatives and events.



Katie Milordis, Director of Digital Marketing (New Port Richey)

Katie Milordis is the Digital Marketing Director of RBOA, where she leads digital strategy, paid advertising campaigns, and social media engagement initiatives for government agencies and redevelopment organizations. She specializes in designing and managing campaigns that increase public awareness, influence perception, and build support for redevelopment efforts across Florida.

During the 2024 legislative session, Katie directed the “Redevelopment Works” paid social media campaign, a statewide initiative designed to raise awareness of the importance of Community Redevelopment Agencies (CRAs) at a time when their funding was at risk. Working closely with RBOA’s Chief Marketing Officer, she developed messaging and ad creative that educated the public and stakeholders on the role CRAs play in revitalizing communities, supporting affordable housing, and driving economic opportunity.

Core areas of expertise:

- **Campaign Strategy & Messaging:** Proven ability to conceptualize and execute multi-channel campaigns that elevate brand visibility, drive engagement, and deliver measurable ROI.
- **Graphic Design & Creative Content:** Proficient in Canva and digital design tools for developing branded visuals, social media graphics, newsletters, project collateral, and event materials.
- **Digital Marketing & Advertising:** Expertise in managing paid campaigns across Meta, LinkedIn, Google, TikTok, Twitter, and other platforms; strong background in retargeting, SEO, and data-driven optimization.
- **Performance Analytics & Reporting:** Skilled in using Google Analytics, Google Data Studio, SEMrush, and other tools to evaluate campaign impact, inform decision-making, and present results to stakeholders.
- **Multi-Media Services:** Knowledgeable in leveraging video, photography, and digital storytelling to support events, campaigns, and organizational messaging.

Key Accomplishments:

- **Redevelopment Works Campaign (2024 Legislative Session)** – Directed a statewide paid social media campaign to highlight the role of CRAs in Florida, educating the public and influencing opinion during a critical legislative period.
- **Messaging & Creative Leadership** – Developed digital ad campaigns that communicated the key benefits of redevelopment, including:
 - Expanding affordable housing and economic opportunities
 - Increasing business opportunities for residents and investors
 - Fostering community unity and cultural vitality
 - Reducing crime rates through revitalization efforts
 - Transforming streetscapes and public spaces
 - Preserving history and cultural heritage
 - Supporting clean environments with stormwater and green infrastructure projects
 - Enhancing recreational facilities and sustainable community practices

- o Collaboration with FRA Members – Partnered with RBOA leadership to ensure consistent, compelling messaging for community redevelopment agencies statewide.

AnnaGrace Brackin, Digital Content Associate (Tampa)

AnnaGrace Brackin is a Digital Content Associate for RBOA, serving clients through social media management, digital content creation, and strategy development. Her responsibilities include creating and executing strategic communication campaigns and marketing strategies that align with client goals. AnnaGrace's robust skill set, combined with her love for organization and effective communication, makes her an essential team member in a fast-paced creative environment. Her passion for bringing ideas to life, keen eye for detail, and well-rounded skill set enable AnnaGrace not only to meet but also to surpass client expectations.

References

Florida Redevelopment Association

Jeff Blomeley, Executive Director
(850) 701-3614 | jblomeley@flcities.com

Fort Myers Community Redevelopment Agency

LeShaun Collier, Deputy Director of Communications
(239) 321-7100 | lcollier@cityftmyers.com

Tallahassee Community Redevelopment Agency

Stephen Cox, Executive Director
(850) 891-8357 | cra@talgov.com



CLEARWATER DOWNTOWN DEVELOPMENT BOARD

Request for Qualifications/Quote

Clearwater's Downtown Development Board

Purpose & Overview

The Downtown Development Board (DDB) seeks a qualified branding and marketing consultant or firm to provide **strategic brand development, guidance, and coaching**, enabling CRA staff and the City's Public Communications Department to execute high-quality digital content, storytelling, merchant engagement, and campaign delivery.

This is a **consultation-first, staff-capacity-building model**.

The vendor will *not* serve as an outsourced production agency. Instead, the vendor will build the frameworks, toolkits, templates, and brand standards that staff will use internally.

All work must align with City's Public Communications approval and publishing processes.

Minimum Vendor Qualifications

Vendors must demonstrate:

- Minimum **5 years of experience** in brand development, marketing strategy, or communications planning
- Demonstrated work for municipalities, CRAs, DDAs, or similar agencies
- Experience developing brand guidelines, messaging frameworks, and campaign playbooks
- Ability to train and coach internal staff
- Portfolio samples illustrating branding or campaign strategy (not just production)

Scope of Services

Brand Development Framework:

Vendor will lead staff through a structured brand refinement process:

- Facilitate brand discovery sessions with CRA staff, Public Communications staff, and DDB members
- Produce brand positioning statements, tone, and messaging pillars
- Deliver an updated Brand Toolkit, including:
 - Refreshed logo concepts (1-2 optional treatments)
 - Approved color palette
 - Updated typography
 - Core messaging + tagline options
- Provide brand usage guidelines tailored for city staff

Goal: Give staff a unified brand guide they can use for all downtown communications

Content & Storytelling Strategy:

Vendor provides the strategy; staff executes the deliverables.

Vendor responsibilities:

- Develop a **Storytelling Framework** outline:
 - Recommended content themes (e.g. business spotlights, district narrative, redevelopment updates)
 - Suggested frequency and content mix
 - Visual identity rules for storytelling
- Provide **templates** for:
 - Social media post layouts
 - Reels/video storyboards
 - Photography shot lists
 - Merchant spotlight profiles
 - Public presentations

City Public Communications + CRA staff will create and publish all content

Digital Marketing Strategy & Coaching:

Vendors will NOT manage posting, analytics dashboards, or social calendars.

Vendor delivers:

- **Digital Marketing Playbook:**
 - Platform strategy (Facebook, Instagram, LinkedIn)
 - Best practices for engagement and ADA compliance
 - Recommended cadence and seasonal content cycles
 - Paid digital campaign plan
- **Staff Training Sessions** (up to 3 workshops):
 - Social media optimization
 - Storytelling and messaging alignment
 - Reels/video tips and content planning
- Monthly strategy check-in with staff to troubleshoot and refine tactics
This builds long-term staff capacity and reduces reliance on outsourcing services

Corridor Campaign Concept Development:

Vendor develops the concept; staff executes.

Deliverables:

- **One campaign blueprint for a chosen corridor (Cleveland Street 400-500 block) including:**
 - Theme and creative direction
 - Messaging
 - Sample graphics (2-3 mockups)
 - Merchant engagement strategy
 - Recommended activation ideas (executed by staff or partners)

CRA + Public Communications teams will create final content using the vendor's templates.

Event Promotion Strategy (No Production):

Vendor develops:

- A **micro-activation strategy guide** to support merchant-oriented programming
- A promotional framework for existing DDB-supported events

- Sample media advisory templates and messaging

Public Communications handles all publishing and press relations

Performance Guidance & Reporting Framework:

Vendor provides:

- A **KPI Measurement Framework** tailored to downtown
- Staff-friendly templates for:
 - Monthly social media tracking
 - Merchant feedback
 - Foot-traffic or activation metrics

Meetings & Support:

- 1 kickoff session
- 1 brand discovery workshop
- Up to 3 staff training workshops
- Up to 6 monthly strategy check-ins
- Availability for limited feedback cycles on staff-created work

Deliverables Summary

Vendor delivers strategy, frameworks, and templates- not content production.

- Brand Toolkit (refreshed identity + messaging)
- Storytelling Framework + templates
- Digital Marketing Playbook
- Corridor Campaign Blueprint
- Event Promotion Strategy
- KPI Measurement Toolkit
- Training Workshops (up to 3)
- Monthly Consultation (up to 6 meetings)

Exclusions

Vendor will NOT:

- Produce social media posts
- Edit or publish content
- Manage website updates
- Execute events
- Provide PR/media relations
- Manage advertising buys

These responsibilities remain with Public Communications and CRA staff.

Budget

Total compensation may not exceed \$50,000 (all-inclusive)

SUBJECT/RECOMMENDATION:

..Title

Approve the Downtown Development Board Marketing and Public Relations Initiative and Authorize the CRA Executive Director or Designee to Procure Services for a not to exceed amount of \$50,000.

..Body

SUMMARY:

This memorandum provides a follow-up to the Downtown Development Board's (DDB) discussion at its September 15, 2025, meeting, where the Board expressed interest in engaging a professional marketing and public relations (PR) firm to more strategically market, brand, and promote Downtown Clearwater. This consideration comes at a pivotal time, as major public and private construction projects may temporarily impact accessibility and public perception within the downtown core and surrounding areas. Downtown is already home to significant regional draws such as Coachman Park and The BayCare Sound, and the area continues to experience growing activity, new businesses, and steady public investment. However, as additional construction and redevelopment projects advance over the next several years, a more strategic, brand-driven marketing program is now needed to sustain momentum, reinforce downtown as a destination, highlight ongoing progress, and support local businesses throughout construction cycles. The DDB has historically supported downtown activation primarily through event sponsorships, and while this approach has generated strong participation, a coordinated, year-round marketing and PR strategy is essential to maintain positive visibility and attract continued investment.

On September 15, 2025, the DDB provided direction for staff to:

1. Explore the option of contracting a professional marketing and/or PR firm to support downtown branding and promotion.
2. Review comparable partnerships from other Florida Downtown Development Authorities (DDAs), Downtown Development Boards (DDBs), Business Improvement Districts (BIDs), and Community Redevelopment Agencies (CRAs).
3. Present research findings, sample scopes of work, and recommended next steps for Board consideration.

Based on this direction, staff conducted further review and coordinated with the City Manager's Office and the Public Communications (PC) Department. The City Manager has confirmed support for this initiative and directed staff to begin soliciting pricing. The PC Department provided additional guidance noting that:

- *Existing advertising dollars within the PC budget may be used for ad placements supporting downtown initiatives.*

- *A monthly retainer model—with cancellation flexibility—would allow performance to be evaluated after several months and discontinued with notice if needed.*
- *Staff will actively gather quotes from qualified firms (local preferred) capable of supporting branding, marketing, and PR services.*
- *The goal is to have support in place before December 31.*
- *Staff have begun developing preliminary directional concepts such as “Imagine Clearwater 2.0 – Beyond the Bluff” and “Imagine Clearwater 2.0 – Beyond Coachman” to provide a foundation for creative development once a firm is selected.*

These updates strengthen the feasibility of advancing this initiative promptly, with the DDB continuing to serve as the lead decision-making and funding body.

This memorandum outlines:

- Feasibility and recommended structure for retaining a professional firm
- DDB and CRA roles in funding and implementation
- Best practices from other downtown organizations
- Benefits, considerations, and potential cost ranges
- Proposed Marketing and Public Relations Firm Scope of Services

The DDB would serve as the lead funder and oversight body for this initiative, focused primarily on the downtown core and within the DDB district boundary. If allowable under city procurement rules, *the CRA may participate in future phases* by co-funding broader storytelling efforts that extend beyond the DDB boundary, helping ensure consistent messaging across the entire redevelopment area.

DRAFT SCOPE OF SERVICES

1. Objectives

- Create a unified and compelling downtown brand that reflects Clearwater’s distinctive character and vision.
- Promote the downtown core and DDB district as the primary target area. Collaborate with the CRA and City departments, including PC, to extend messaging throughout the broader CRA district.
- Increase visitation, spending, and investment within the downtown.
- Highlight redevelopment opportunities and underperforming blocks.
- Celebrate business milestones and local success stories.

2. Core Services

A. Marketing Strategy and Brand Development

- Conduct brand and market research.

- Develop a comprehensive visual identity system.
- Produce an integrated annual marketing plan.
- Create brand guidelines and templates.

B. Digital Marketing and Content Creation

- Develop high-quality video, photography, and narrative storytelling.
- Maintain or enhance a downtown website or microsite.
- Provide analytics dashboards and KPIs.

C. Public Relations and Media Relations

- Develop media kits and outreach plans.
- Secure earned media coverage.
- Draft press releases and talking points.
- Provide monthly reporting on media coverage and sentiment.

D. Event and Partnership Marketing

- Promote DDB-funded and CRA-supported events.
- Collaborate with cultural institutions, merchants, and partner organizations.
- Support activation programs such as the Downtown Block Party Pilot Program.

E. Area and Business Promotion

- Develop targeted campaigns for redevelopment sites and opportunity areas.
- Drive visitation to areas experiencing reduced activity.

F. Reporting and Performance Evaluation

- Provide quarterly performance dashboards.
- Offer post-campaign evaluations and recommendations.
- Present biannual progress updates to the DDB and CRA Boards.

3. Deliverables

- Comprehensive marketing and PR strategy
- Annual marketing calendar and asset library
- Quarterly and annual performance reports
- Brand guidelines and templates

4. Term and Budget

- Initial Term: One year, with up to two optional one-year renewals upon DDB approval.

- Estimated Annual Budget: \$50,000, subject to scope and final appropriation.

APPROPRIATION CODE AND AMOUNT:

Funding for this initiative will be available in FY 25/26, DDB Marketing category of the budget – 1829411-558600

STRATEGIC PRIORITY:

1.1 Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance.

1.5 Support neighborhood identity through services and programs that empower community pride and belonging.

2.2 Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events.

2.3 Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports eco-friendly enterprises, and encourages high-quality job growth.

3.1 Support neighborhood identity through services and programs that empower community pride and belonging.

3.3 Promote Marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust



CLEARWATER DOWNTOWN DEVELOPMENT BOARD MEETING
December 1, 2025 – 1:00 PM – City Council Chambers

Board Members Present: Chair Bruce Rector, Vice Chair Lina Teixeira, Member David Allbritton, Member Mike Mannino, Member Ryan Cotton, Member Mikhal Khodortsov

Board Members Absent: Member Fraizer

Also present: Anne Lopez, CRA Assistant Director, Jesus Nino, CRA Executive Director Alfred Battle, Assistant City Manager David Margolis, City Attorney, Jennifer Poirrier, City Manager

1. **Call to Order.** Chair Rector called meeting to order at 1:00 pm.

2. **Approval of Minutes.**

2.1 ID#25-0133 Approve the minutes for the November 3, 2025, Downtown Development Board meeting.

Vice Chair Teixeira motioned to approve the minutes of the November 3, 2025, Downtown Development Board meeting.

The motion was duly seconded and upon roll call, the vote was:

Ayes: Vice Chair Teixeira, Member Allbritton, Member Cotton, Member Mannino, Member Khodortsov.

3. **New Business Items**

3.1 ID#25-1085 Approve the Downtown Development Board Marketing and Public Relations Initiative and Authorize the CRA Executive Director or Designee to Procure Services for not to exceed an amount of \$50,000.

CRA Executive Director Jesus Nino presented the Downtown Development Board Marketing and Public Relations Initiative and a request to move forward and procure marketing and public relations services not to exceed an amount of \$50,000.

Member Allbritton stated the Downtown Development Board had pursued brand development in the past and believes now is good time to pursue developing the brand of Downtown Clearwater.

Vice Chair Teixeira asked if the requested budget was comparable to other downtown districts and if the requested budget would be enough to achieve the objectives stated in the presentation.

CRA Executive Director Jesus Nino stated that for downtowns of comparable size to the City of Clearwater, the budget range is \$50,000 - \$100,000 and if needed the budget can be adjusted.

Member Khodortsov asked how vendors would be evaluated and asked why the communities with sample RFPs were selected.

CRA Executive Director Jesus Nino stated that staff will work with Public Communications to evaluate qualified vendors and compare vendor portfolios. He also mentioned that other example DDAs from larger cities such as Orlando and West Palm Beach were also evaluated on their marketing.

Member Khodortsov asked why the request for marketing services is being made now and not when a firm would present their services to the Downtown Development Board.

CRA Executive Director Jesus Nino responded the intent to have budget allocated to quickly procure marketing and public relations services, in response to prior comments from DDB members to take advantage of upcoming construction activity in downtown to market opportunities.

Assistant City Manager Alfred Battle responded, stating this method allows staff flexibility as they procure a firm to market downtown clearwater.

Member Khodortsov asked if the firm would be paid up front.

Assistant City Manager Alfred Battle answered stating the firm would be used on retainer and would be paid as services are provided.

Member Mannino responded with support with seeking marketing and public relations services.

Chair Rector stated that he is also in support of the effort to seek marketing and public relations services.

Member Mannino spoke to member of the Downtown Development Board requesting board members support the effort to procure marketing and public

relations services and understand that budgets and taglines are part of the process.

City Attorney David Margolis commented on the process of staff going out to procure marketing and public relations services and that the Downtown Development Board is a separate legal entity and not bound by the city procurement policies.

Member Khodortsov stated he supports staff procuring the marketing and public relations services but wants a selection process in place.

Chair Rector asked CRA Executive Director Jesus Nino to confirm that staff would select a firm and present a contract to the Downtown Development Board.

City Manager Jennifer Poirrier clarified that Downtown Development Board would be voting on approving staff to use existing budget funds to get a firm hired by the end of December.

Vice Chair responded in support of staff procuring a marketing and public relations firm.

Member Allbritton motioned to approve the Downtown Development Board Marketing and Public Relations Initiative and Authorize the CRA Executive Director or Designee to Procure Services for not to exceed the amount of \$50,000.

The motion was duly seconded and upon roll call, the vote was:

Ayes: Vice Chair Teixeira, Member Allbritton, Member Cotton, Member Mannino, , Member Khodortsov.

3.2 ID#25-1220 Approve High Impact Request in the amount not to exceed \$13,000.00 for Tasty Tampa Bay, where local vendors and food trucks will showcase the very best bites from around the bay, located at Coachman Park on February 21, 2026, and authorize the appropriate officials to execute same.

CRA Assistant Director Anne Lopez presented a High Impact Funding Request in the amount not to exceed \$13,000.00 for Tasty Tampa Bay.

Representatives from Saucy Queen provided detailed information about Tasty Tampa Bay to the Downtown Development Board.

Vice Chair Teixeira asked about the outreach efforts including meeting with downtown merchants.

The Representatives from Saucy Queen replied that they spoke with the businesses with CRA Division Manager Vickie Shire and Recreation Supervisor Jewel Smith.

Vice Chair Teixeira motioned to the High Impact Request in the amount not to exceed \$13,000.00 for Tasty Tampa Bay.

The motion was duly seconded and upon roll call, the vote was:

Ayes: Vice Chair Teixeira, Member Allbritton, Member Cotton, Member Mannino, Member Khodortsov.

4. Director's Report.

4.1 ID#25-1100 Director's Report for November 2025.

CRA Executive Director Jesus Nino presented Director's Report for November 2025.

Vice Chair Teixeira commented during the event portion of the Director's Report that board members make an effort promote events in the downtown area.

Member Mannino stated that he has heard feedback on the World's Largest Rubber Duck coming to Coachman Park.

Chair Rector thanked Arts and Cultural Affairs Manager Amber Brice for helping bring the World's Largest Rubber Duck to Coachman Park.

5. Board Members to be Heard

6. Adjourn The meeting was adjourned at 1:38 pm.

Chair
Downtown Development Board

Anne Lopez
CRA Assistant Director