

# Community Enhancement Program Board

Cape Charles Town Hall

Regular Meeting

08 January 2018

6:00 P.M.

1. Call to Order; Roll Call
2. Moment of Silence / Pledge of Allegiance
3. Consent Agenda
  - \*A. Approval of Agenda Format
  - \*B. Approval of Minutes
4. Order of Business
  - A. Program Manager – Prioritization of Tasks and Duties
  - B. Committee Reports:
    - i. Organization (Bill Stramm & Donna Moyer)
      - a. Grants - DHCD Commercial District Affiliate Grant & Community Business Launch
      - b. Vision
      - c. 501(c)3 – January 4, 2018 Joint Work Session with Town Council
      - d. FY 2018 Budget Summary
    - ii. Design (Tammy Holloway & Mollie Pickron)
    - iii. Economic Vitality (David Gay & John Caton)
    - iv. Promotion (Elizabeth Dodd Russell & Carol Evans)
  - C. Planning for Stakeholder Meetings
5. Other Items for Future Consideration
6. Announcements / Resources
7. Next Meeting(s):
8. Adjourn

**COMMUNITY ENHANCEMENT PROGRAM BOARD**  
**Regular Meeting**  
**Cape Charles Civic Center**  
**December 11, 2017**  
**6:00 p.m.**

At 6:00 p.m., Chairman Andy Buchholz, having established a quorum, called to order the Regular Meeting of the Community Enhancement Program Board (CEB). In addition to Chairman Buchholz, present were Vice Chair Tammy Holloway, Secretary Elizabeth Dodd Russell and Board members John Caton, David Gay and Donna Moyer, Mollie Pickron and Bill Stramm. Carol Evans was not in attendance. Also in attendance was Town Clerk Manager Brent Manual and also three guests from the public.

A moment of silence was observed which was followed by the recitation of the Pledge of Allegiance.

**CONSENT AGENDA – APPROVAL OF AGENDA FORMAT**

**Motion made by Tammy Holloway seconded by David Gay, to approve the agenda format as presented. The motion was approved by unanimous vote.**

**CONSENT AGENDA – APPROVAL OF MINUTES**

First page of the first set of minutes change to else ware and change the Virginia Pilot spelling. Donna Moyer made a motion to approve with corrections and Tammy Holloway seconded. Motion passed.

**UNFINISHED BUSINESS**

A. Program Manager Hiring Status Update

One candidate was not able to interview on the 13<sup>th</sup> or 14<sup>th</sup>. On the 19<sup>th</sup> Bill and Carol are not available for the last person. Change the last interview to the 20<sup>th</sup> at 4:45 P.M. in the Town Hall. Returned 4 out of 6 questions in advance.

a. Interview questions: Each question will be asked around the table. We will rate each from 1-10.

B. Main Street Rev-Up Meeting Take-Aways

50 people in attendance in Ashland. Different perspectives from different organizations in different stages of the Main Street process. Tammy has handouts for us. We made contacts with many different other towns. One of the contacts helped us with the grant. The best time to recruit for your organization is at your event you are hosting.

C. Committee Reports:

i. Organizational:

a. Grants- Got it in a day early. We would need to get an RFP out February 1<sup>st</sup> so that 6 weeks we can put the bid out. The RFP for design need to be Design, Promotion and Organization.

CBL (Community Business Leadership) grant opens in January and closes in March. Incubator program.

b. Vision – we don't have a written statement yet.

c. 501 ©3 – Jan. 4<sup>th</sup> Joint Work Session with Town Council 6pm - We are incorporated. We have a P.O. Box. The Town Council will have a lot of questions; mainly about why we are becoming a 501c3 and how we will grow out of being an affiliate. Tammy will be the main spokesperson for this meeting.

d. FY 2018 Budget Summary; Starting was \$100,000. Expended \$16,310.22. \$83,689.78 left. January the funds will go into salary. Under tourism marketing we will apply for the VTC leveraging grant which it matching. Promotion could have \$10,000 to spend.

e. Volunteers: everyone must talk it up and get people to volunteer. It is up on google and on the town website. We should make a push for your New Years resolution.

ii. Design: nothing yet

iii. Economic Vitality: nothing yet

iv. Promotion: nothing yet

Can we meet in subcommittee chairs? Do we have to post it? What is the process? You need to take minutes if more that two members meet. You must post it three days prior. Donna will draft to Libby and she will post.

#### D. Key Stakeholders

Perspective on how we see Cape Charles moving forward from all of the different stakeholders. January, February, and March sit down with them. We need talking points in an outline. Look at the questions in the grant from Fredericksburg.

### **FUTURE CONSIDERATION**

ADD AFTER 2. PUBLIC COMMENTS

Public Comments: We need to tell the public more about what is going on. We need a gym.

### **ANNOUNCEMENTS/ RESOURCES**

A. December 13, 2017 Closed Session, 5:00 PM, Town Hall

B. December 14, 2017 Closed Session, 5:00 PM, Town Hall

C. December 20, 2017 Closed Session, 5:00 P.M. Town Hall

D. January 4, 2018 Joint Work Session with Town Council, 6:00 PM, Civic Center

E. January 8, 2018 Regular Meeting, 6:00 PM, Civic Center

**Motion made by Donna Moyer, seconded by John Calton, to adjourn the Community Enhancement Program Board Meeting. The motion was approved by unanimous vote.**

The meeting adjourned at 7:44 p.m.

---

Chairman Andy Buchholz

---

Secretary, Elizabeth Russell

## COMMUNITY ENHANCEMENT PROGRAM BOARD

### Closed Session

December 13, 2017

Town Hall

5:00 PM

#### 1. Call to Order: Roll Call

At 5:00 p.m., Chairman Andy Buchholz, having established a quorum, called to order the Regular Meeting of the Community Enhancement Program Board (CEB). In addition to Chairman Buchholz, present were Vice Chair Tammy Holloway, Secretary Elizabeth Dodd Russell and Board members David Gay, Donna Moyer, Mollie Pickron and Bill Stramm. Carol Evans and John Caton, were not in attendance. Also in attendance was Town Clerk Manager Brent Manual.

#### 2. Bill Stramm made a motion to go into Closed Session in accordance with Section 2.2 - 3711 - A of the Code of Virginia of 1950, as amended for the purpose of:

**Paragraph 1 :** Discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals.

**Specifically:** Community Enhancement Program Manager Interviews

Tammy Holloway second the motion. The motion passed.

#### 3. Tammy Holloway made a motion to return to Open Session. Bill Stramm seconded the motion. Motion passed.

4. Motion to certify to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Roll call vote. Holloway yes, Russell yes, Gay yes, Pickron, Moyer, Stramm,

#### 5. Motion to adjourn Tammy Holloway, seconded by Mollie Pickron. The motion passed and the meeting adjourned at 7:00 P.M.

## COMMUNITY ENHANCEMENT PROGRAM BOARD

### Closed Session

December 14, 2017

Town Hall

5 :00 PM

#### 1. Call to Order: Roll Call

At 5:00 p.m., Chairman Andy Buchholz, having established a quorum, called to order the Regular Meeting of the Community Enhancement Program Board (CEB). In addition to Chairman Buchholz, present were Vice Chair Tammy Holloway, Secretary Elizabeth Russell and Board members David Gay, Donna Moyer, Mollie Pickron, John Caton and Bill Stramm. Carol Evans was not in attendance. Also in attendance was Town Clerk Manager Brent Manual.

#### 2. David Gay made motion to go into Closed Session in accordance with Section 2.2 - 3711 - A of the Code of Virginia of 1950, as amended for the purpose of:

**Paragraph 1 :** Discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals.

**Specifically:** Community Enhancement Program Manager Interviews

Tammy Holloway seconded the motion. Motion passed.

#### 3. Elizabeth Russell made motion to return to Open Session. David Gay seconded the motion. Motion passed

4. Motion to certify to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Roll call vote. Holloway yes, Russell yes, Gay yes, Pickron yes, Moyer yes, Stramm yes, Caton yes

#### 5. Motion to adjourn Bill Stramm, seconded by David Gay. The motion passed to adjourn the meeting at 7:30 P.M.

## COMMUNITY ENHANCEMENT PROGRAM BOARD

### Closed Session

December 20, 2017

Town Hall

5 :00 PM

#### 1. Call to Order: Roll Call

At 5:00 p.m., Chairman Andy Buchholz, having established a quorum, called to order the Regular Meeting of the Community Enhancement Program Board (CEB). In addition to Chairman Buchholz, present were Vice Chair Tammy Holloway, Secretary Elizabeth Russell and Board members David Gay, Donna Moyer, Mollie Pickron, John Caton and Bill Stramm. Carol Evans was not in attendance. Also in attendance was Town Clerk Manager Brent Manual.

2. Bill Stramm made motion to go into Closed Session in accordance with Section 2.2 - 3711 - A of the Code of Virginia of 1950, as amended for the purpose of:

**Paragraph 1 :** Discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals.

**Specifically:** Community Enhancement Program Manager Interviews

Tammy Holloway seconded the motion. Motion passed.

3. Bill Stramm made Motion to return to Open Session. Tammy seconded the motion. Motion passed.

4. Motion to certify to the best of each member's knowledge (i) only public business matters lawfully exempted from open meeting requirements under this chapter and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the public body. Roll call vote. Holloway yes, Russell yes, Gay yes, Pickron yes, Moyer yes, Stramm yes, Caton yes.

5. Community Business Launch – VA Dept of Housing and Com. Devel. – Wants to work with Cape Charles. Training in Norfolk on Jan. 9<sup>th</sup>.

One of 6 topics at the training. A window shopping event for these are the programs we have. A matching grant is available. \$60,000 for a community. FY '19. Expansion of 3 new business and 5 full time new jobs. Start up, funding ideas to create new businesses. Brent will go if the new program business manager can't go.

Stakeholders will be added to the Jan. 8<sup>th</sup> meeting.

5. Motion to Adjourn David Gay, second Mollie Pickeron. The meeting was adjourned at 6:00 P.M.

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

**Application ID:** 40811132017164659  
**Application Status:** Pending  
**Program Name:** DHCD Commercial District Affiliate Grants  
**Organization Name:** Town of Cape Charles  
**Organization Address:** 2 Plum Street  
Cape Charles, VA 23310  
**Profile Manager Name:** Libby Hume  
**Profile Manager Phone:** (757) 331-3259  
**Profile Manager Email:** clerk@capecharles.org

**Project Name:** Cape Charles Community Affiliate Grant Application  
**Project Contact Name:** William Stramm  
**Project Contact Phone:** (703) 967-8676  
**Project Contact Email:** billstramm@gmail.com  
**Project Location:** 2 Plum Street  
Cape Charles, VA 23310-3241  
**Project Service Area:** Northampton County, Cape Charles Town

**Total Requested Amount:**  
**Required Annual Audit Status:** Accepted

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

## Budget Information:

Cost/Activity Category	DHCD Request	Other Funding	Total
Administration	\$0.00	\$0.00	\$0.00
<b>Total:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Budget Narrative:

## Questions and Responses:

1. Describe how the proposed project or service furthers the community's vision for the commercial district.

### Answer:

The future of Cape Charles is bright and as we venture down the road to a MAIN STREET VIRGINIA community we feel the next step in our roadmap is to focus on defining our “brand” as a community. Working with a professional branding consultant will afford us the opportunity to bring all appropriate stakeholders together to retrieve important data that will help us identify a concentrated brand “a blueprint stamp” of how best to summarize and market the vision of our commercial district.

2. Describe the intended impact of the proposed project or service on the commercial district.

### Answer:

" A brand - clear, compelling and unique- is the foundation that helps to make a place desirable as a business location, visitor destination or a place to call home.... the branding strategy is a deeper, more emotionally shared vision that influences actions," as stated by the CEO for Cities. Cape Charles, Virginia does not currently have a clear, compelling and unique “brand”; it has several tag lines that are used “Shop, Savor, Stroll and Stay,” “Small Town, Big Future, Small Town, Big Art," and the list goes on. Identifying a brand is much more than creating a logo, tag-line but more to develop a brand identity with a strategic blueprint to be used and shared consistently in our marketing strategies.

Our anticipated impact from establishing the brand for Cape Charles is to do the following:

- Build the foundation for our road toward the Main Street Virginia designation



# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

- • Stimulate economic growth in our commercial district by sharing our unique characteristics as a community.
- • Differentiate what makes Cape Charles unique in the tourism arena. Therefore gaining a larger percentage of regional and state tourism dollars spent in our town.
- • Identify our unique characteristics as a community which in turn helps businesses know how to further brand their businesses
- • Create a brand that clearly resonates with the residents and is easy to communicate?
- 
- 
- Working with a branding consultant will give the Community Enhancement Board, CEB, our main street board, the tools needed to take the next steps
- in our work plan as we work through the 4 point Main Street approach.

3. 3. What are the projected outcomes of the proposed project or service?

**Answer:**

1. Organization and facilitation of a branding charrette to be held in conjunction with CEB, stakeholders, community leaders. Results in initial branding concept for Cape Charles. Logo and tagline designs for Cape Charles and community partners.
2. Logo designs for events, organizations, and other amenities.
3. Custom banner designs applicable to all community stakeholders.
4. Way-finding sign designs.
5. Print collateral cover designs (brochures, visitor guides, etc.).
6. Web page design concepts.
7. Other collateral pieces as desired.
8. All related photography in digital format.
9. Resource CD/flash drive with all deliverables in a variety of file formats.

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

10. Style guide for brand implementation.
  11. Brand presentation on PowerPoint.
  12. Copyright release granting ownership of all designs.
  13. Digital resource package with all deliverables in a variety of file formats.
  14. Implementation strategy board outlining first, next, and final steps for the marketing implementation plan.
  15. Final Project Report
4. 4. What is the community's or organization's Vision Statement for the commercial district?

**Answer:**

The Cape Charles Community Enhancement Board (CEB), is in mid-process of developing a Vision Statement.

The CEB knows that developing a Vision Statement that is aligned with Cape Charles recreating itself is crucial. They are taking great care to make sure the Statement is reflective of the community wishes and needs as they exist today.

To that end, in October 2017 the CEB conducted an initial community survey, having a 14% response rate. The CEB also hosted a daylong Visioning Workshop, with an enthusiastic group of 44 participants, facilitated by Kyle Meyer from Virginia Main Street. The results were collated by Kyle and represent considerable consensus across the diverse attendees. The CEB will use the input from the survey and Visioning Workshop in developing a Vision Statement that is authentic.

The CEB recognizes that it is helpful to know some of Cape Charles' past when developing a Vision Statement that is reflective of the Town's historical background, geographic uniqueness and demographic diversity.

Cape Charles is a small Eastern Shore town of approximately 1000 people. It is uniquely situated at the tip of a very narrow peninsula between the Atlantic Ocean and Chesapeake Bay, and across the Bay from the commercial areas of Hampton Roads and the Norfolk military bases. Patricia Joyce Parsons writes in her book *Portrait of a Town* (2015) that "...Cape Charles was once a vibrant railroad town, serving as a vital hub for troop movements between the northern and southern states during World War II...with its fleet of ferries and its fishing boats, along with its position in the farming communities of the Eastern Shore made it was a town of plenty in the lean times of rationing that occurred during the War...."

The Town's website, along with the Town of Cape Charles Comprehensive Plan (2016) provide ample data on the Town's history. The first passenger trains came to Cape Charles in 1884, soon followed by passenger steamers and railroad freight barges to continue the journey of goods and people north and south across the Chesapeake Bay. Passenger trains soon began arriving from New York and Philadelphia. The Town continued to thrive through the golden age of railroads, and World War II, with its mission of ferrying troops and supplies into the 1950's. Operating from 1930-1964, at its peak the passenger ferry had 91 scheduled trips per day running between Little

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

Creek, VA across the Bay and Cape Charles, VA.

The Town of Cape Charles has one of the most unique collections of historical buildings on the Eastern Shore. The historical core of the Town was designated a National Register Historical District in 1989 in recognition of its large concentration of nineteenth and early twentieth century architecture. The majority of the original structures built in the town are still standing, with few alterations. A 1980's survey revealed that of 568 buildings, fewer than 40 were less than 50 years old. Many houses in the historical district have been bought and renovated to serve as private homes, summer residences, Bed and Breakfast establishments, or retirement homes.

With the opening of the Chesapeake Bay Bridge Tunnel in 1964, and the running of the last passenger train in 1958 and the last ferry in 1964, the Town sank into decades of economic downturn and decreasing population, as reported by the National Census Bureau. Parsons describes Cape Charles during those decades as a "...forsaken backwater..." It was not until 2010 that the Town showed an increase in population. Since then the steady growth and revitalization of Cape Charles has continued.

Year	Population	% +/-
1900	1,040	_____
1910	1,948	87.3%
1920	2,517	29.2%
1930	2,527	0.4%
1940	2,299	-9.0%
1950	2,427	5.6%
1960	2,041	-15.9%
1970	1,689	-17.2%
1980	1,512	-10.5%
1990	1,398	-7.5%
2000	1,134	-18.9%
2010	1,009	-11.0%
Est. 2016	1,039	3.0%

After the economic downturn of 2007, significant private investment has begun to return to Cape Charles. Several

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

private sector enterprises came to fruition to include a Yacht Center, harbor side restaurant and on Mason Avenue, our historical downtown street, an ice cream shop, spa and several unique businesses. This Fall (2017) a new mixed use building opened on Mason Avenue. The first floor is commercial use and the second and third floors are residential. All retail and residential spaces were filled prior to building completion. A second building of the same style is slated to begin January, 2018.

To complete the Vision Statement, the CEB plans in the next few months to host small, informal sessions with major stakeholder groups. They envision meeting with realtors, Bay Creek owners and residents, restaurant owners, Cape Charles Business Association, Citizens for Central Park, local churches, Cape Charles Lion's Club, Rotary Club of Cape Charles, American Legion Post 56, hotels and the Bed and Breakfast Association, the Historical Society, Cape Charles Yacht Club and representatives of the harbor and marina.

After seeking the input of all, and finding the shared commonalities, the CEB will finish its task of adopting a Vision Statement. The CEB anticipates having this completed between April-September 2018.

5. 5. What is the community's or organization's Mission Statement for the commercial district?

**Answer:**

Preceding its creation in August, 2017 by the Town Council the Cape Charles Community Enhancement Board (CEB), the Main Street Virginia initiative had been studied, debated and warmly embraced by an ad hoc committee, comprised of interested citizens and business owners, that worked for two years. When the Council appointed the nine members of the CEB they were charged by the Board with obtaining full status as a Designated Main Street Community and beginning their work "quickly and in earnest."

Enthusiastic and eager to start, the CEB recognized it was in a prime position to not only support. but focus resources and expertise to ensure the revitalization of Cape Charles. Cape Charles Historical District had already been placed on the National Register of Historical Places in 1989, the community businesses, residents and town government were supportive of the Virginia Main Street Initiative, and the historic downtown area was already beginning to revitalize itself. The CEB could ensure those efforts continued and succeeded, making Cape Charles once again a flourishing Eastern Shore community.

At their September 5, 2017, meeting, the CEB adopted the following Mission Statement after discussion and revisions:

The Cape Charles Community Enhancement Board is dedicated to utilizing the Main Street philosophy to promote the historic preservation, protection and use of Cape Charles' traditional downtown area. Working with the community and volunteers, the Board is committed to implementing the Main Street Four Point approach to remediate any physical, economic or social deterioration to Cape Charles' traditional downtown, and thereby promote Cape Charles' preservation. As an integral part of its work, the Board will seek status as a Designated Virginia Main Street Community. The Main Street approach is based on strong partnerships with stakeholder organizations, broad community support and a large volunteer base. This work will promote Cape Charles as a historic, pedestrian friendly, vibrant, attractive shopping, entertainment and dining district for residents and visitors.

6. 6. Discuss any local and regional economic development strategies or plans, and explain how the project or service

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

ties in with identified goals/outcomes. Cite and include relevant sections of economic development plans or studies.

**Answer:**

The latest version of the Cape Charles Comprehensive Plan, dated December 15, 2016, defines Cape Charles as a special place because it's different from the sprawling, impersonal communities so common in modern America. It is a quiet place, peaceful and authentic. In public sessions, citizens stated that they want:

- Cape Charles to be self-sufficient and walkable
- Commercial growth located in town, rather than on Route 13
- New development around the harbor to be a mix of business and residences
- New development around the harbor to be designed to blend with the existing historic architecture
- A network of trails that connect all the town's neighborhoods and amenities

Cape Charles will grow a sustainable economy by taking advantage of its existing assets, particularly the Chesapeake Bay, the town's public beach, the town's deep-water harbor, the Bay Creek golf and marina communities and the town's historical and environmental assets. Economic development efforts will continue to support existing businesses, community oriented commerce, tourism and marine-related business. Therefore, access to the waterfront is essential.

The Cape Charles Comprehensive Plan ties in perfectly with this project's request base on a thorough branding of our town, leading us into the future.

The DRAFT Eastern Shore of Virginia Regional Economic Development Plan, 2017-2022, dated December 2017, complements and strengthens the existing Cape Charles Comprehensive Plan and provides a roadmap for future economic development and growth. During 2017, the Accomack-Northampton District Commission's (A-NPDC) Economic Development Committee (EDC) completed a process to merge the existing Comprehensive Economic Development Strategy and Stronger Economies Together Economic Development Plan into one comprehensive document which satisfied the requirements of the U.S. Economic Development Administration and the U.S. Department of Agriculture. Key business, civic, and community leaders have embraced a spirit of regionalism to support this initiative. A series of six public work sessions where regional stakeholders worked collectively and diligently were held between October 2015 and May 2016.

The Arts, Entertainment, and Recreation industry received a Star Cluster rating from the Purdue Center for Regional Development. This rating is applied to industry clusters that are strong, concentrated, and growing. In addition, the industry has a location quotient of 1, which indicates the proportion of employment in the tourism industry is equal to the national tourism employment concentration. From 2009-2014 both the Arts, Entertainment, and Recreation and Retail Trade industries have grown, 25% and 10% respectively.

The Virginia Tourism Corporation (VATC) offered the following support for the Eastern Shore tourism industry:

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

- The Eastern Shore is Virginia's fastest growing tourism region in all key metrics:
  - #1 in total tourism expenditures growth: 4.8%
  - #1 in payroll growth: 7.1%
  - #1 in employment growth: 4.2%
  - #1 in state tax receipt growth: 6.7%
  - #1 in local tax receipt growth: 7.2%
- Visitor spending totaled \$245 million in 2014
- Visitors paid \$6.6 million in taxes through lodging, meals, and sales tax
- From 2009-2014 visitor spending on the Eastern Shore increased 22%
- In 2014, \$1.8 million was collected in lodging taxes, a 43% increase from 2009
- More than 3,000 tourism guides were requested in 2015

The VATC Economic Impact Report (<https://www.vatc.org/research/economicimpact/>) indicated:

- Retail shopping is one of the major activities of people traveling in Virginia. In 2014, domestic travelers spent \$2.1 billion on purchases at retail stores. Retail shopping accounted for 9.2 percent of domestic travelers' trip spending in Virginia.

- The 216,900 jobs supported by domestic travel in Virginia comprised 7.1 percent of the state's total private employment during 2014.

- 20.2% of Virginia tax revenue from tourism went to local government tax

- Domestic travelers spent \$180.68 million in Accomack in 2014

- Domestic travelers spent \$73.75 million in Northampton in 2014

- Tourism routes/trails spread visitor activity across the region, reducing negative environmental impacts, facilitating the management capacity of the tourism destination, and dispersing the economic benefits more widely. Artisans Center of Virginia <http://www.artisanscenterofvirginia.org/>

- Research, based on similar trails in western North Carolina, has shown that 97% of travelers make a purchase somewhere along the trail, artisan studios & farms have shown an increase of 23% in sales and craft shops and galleries reported a 28% increase in revenue.

The Purdue News published an article, "*Want tourists in your town? Brand it, and they will come*" (<http://www.purdue.edu/uns/html4ever/0009.Cai.natbranding.html>). The article indicated that "creating a 'destination mix' is necessary to attract visitors and ensure that travel amenities are readily available. The destination mix must include: 1) Natural and cultural attractions 2) Infrastructure 3) Lodging facilities 4) Transportation 5) Hospitality training. In addition to the five tourism components, entrepreneurship opportunities must be built on government support and business collaboration (*Factors for Success in Rural Tourism Development*, Wilson, et. al, 2001).

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

These two documents, the Cape Charles Comprehensive Plan and the DRAFT Eastern Shore of Virginia Regional Economic Development Plan clearly define that tourism is a growth industry on the Eastern Shore. The logical next step for Cape Charles is to have a branding strategy that will entice and invite tourists and future residents to visit the Town of Cape Charles.

7. 7. Provide a list of the current board members and committee chairs of the Commercial District Affiliate/Virginia Downtowns organization or sponsoring organization. If the applicant is the municipality, provide a list of municipal staff who will be involved with implementing the project or service.

**Answer:**

## Community Enhancement Board Members and Committee Chairs

Andy Buchholz, President	Member of all committees
Tammy Holloway, Vice Chair	Design Committee Co-chair
Mollie Pickron	Design Committee Co-Chair
Elizabeth Russell, Secretary	Promotion Committee Co-Chair
Carol Evans	Promotion Committee Co-Chair
John Caton	Economic Committee Co-Chair
David Gay	Economic Committee Co-Chair
Donna Moyer	Organization Committee Co-Chair
William Stramm	Organization Committee Co-Chair
TBA	Program Manager

## Town of Cape Charles Staff

Brent Manual	Town Manager
Libby Hume	Town Clerk
Jen Lewis	Community Events and Recreation Coordinator

8. 8. If the proposed project is for organizational development to build a Downtown Revitalization organization, provide a list of those participating in the establishment of the organization and project development.

# Application to DHCD Submitted through CAMS

Town of Cape Charles

Cape Charles Community Affiliate Grant Application

---

**Answer:**

Not applicable.

**Attachments:**

Project Work Plan

2017WorkPlanforDIG40811132017164659FINAL1129201745507.pdf

Mini-Resumes

MiniresumesDRAFT1129201745718.docx

Budget

Budget40811132017164659FINAL1129201745529.pdf

**Notes:**

The Leverage Letter will be sent separately to Kyle Meyer, as there is no place for it on the tabs & the document is in a PDF format.



# Cape Charles Community Enhancement Board    **2017 Work Plan** **DIG40811132017164659**

Main Lead: Organization Committee    Page 1 of 2\_

Priority Goal (s) Objectives: to seek written proposals from qualified firms to provide graphic design/branding/marketing services

Project: Request for Proposals    Event date or Project Completion date: six month effort March – September 2018\_\_

Anticipated Results/Measure of Success: Branding concept for Cape Charles, logo and tagline designs for Cape Charles, logo designs for events/organizations, custom banner designs for stakeholders, way-finding signs designs, print collateral cover designs, ad templates and concepts

Chair/Person Responsible: Bill Stramm    Phone: 703-967-8676    -mail: billstramm@gmail.com

Project Team Members: Bill Stramm, Donna Moyer, Tammy Holloway, Andy Buchholz, Elizabeth Russell, Carol Evans, Mollie Pickron \_\_\_\_\_

<i>Tasks</i>	<i>Responsibility</i>	<i>Timetable</i>	<i>Cost</i>	<i>Revenue</i>	<i>Volunteer Hours</i>	<i>Staff Hours Needed</i>	<i>Progress/Completion/Comments</i>
Organization and facilitation of a branding charrette to be held in conjunction with CEB, stakeholders, community leaders. Results in initial branding concept for Cape Charles.	All committees	May 2018	\$4,500		60 hours	8	
Logo and tagline designs for Cape Charles and community partners	All committees	June 2018	\$4,000		20	8	
Logo designs for events, organizations, and other amenities	Promotion Committee	June 2018	\$1,700		12	4	
Custom banner designs applicable to all community stakeholders	Promotion and Design Committees	June 2018	\$1,500		6	2	

Way-finding sign designs	Promotion and Design Committees	June 2018	\$1,200		12	8	
Print collateral cover designs (brochures, visitor guides, etc)	Promotion Committee	August 2018	\$750		2	3	
Ad templates and concepts	Promotion Committee	August 2018	\$750		2	3	
Other collateral pieces as desired	Promotion Committee	August 2018	TBD			3	
All related photography in digital format	Promotion Committee	September 2018	\$450				
Resource CD/flash drive with all deliverables in a variety of file formats	Promotion Committee	September 2018	\$250				
Style guide for brand implementation	Promotion Committee	August 2018	\$250				
Brand presentation on PowerPoint	Promotion Committee	August 2018	\$250				
Copyright release granting ownership of all designs	Promotion Committee	September 2018	\$750			1	
Digital resource package with all deliverables in a variety of file formats	Promotion Committee	September 2018	\$1,000			2	
Implementation strategy board outlining first, next, and final steps for marketing implementation plan	Promotion Committee	September 2018	\$1,000		20	12	
Final Project Report	Promotion Committee	By end of September 2018	\$250		4	4	

TOTAL: \$18,600

DHCD Commercial District Affiliates Grant      \$7,000.00

Cape Charles Community Enhancement Board      \$11,600.00

TOTAL      \$18,600.00



CITY OF STAUNTON  
VIRGINIA  
FINANCE DEPARTMENT

Jeanne R. Colvin  
Director of Finance

**REQUEST FOR PROPOSALS  
FOR  
THE CITY OF STAUNTON, VIRGINIA**

**March 23, 2007**

**GENERAL INFORMATION**

**Proposal**

The City of Staunton in conjunction with the Staunton Downtown Development Association (SDDA) is seeking proposals from qualified graphic design/marketing firms to provide the Staunton Department of Economic Development and SDDA with new branding materials, as specified herein.

All proposals must be delivered to:

Mail To:  
Cynthia A. Steed  
Supervisor of Purchasing  
P.O. Box 58  
Staunton, VA 24402-0058

Overnight To:  
Cynthia A. Steed  
Supervisor of Purchasing  
116 W Beverley St., 3<sup>rd</sup> Floor  
Staunton, VA 24401

(540) 332-3819

**ALL PROPOSALS MUST BE RECEIVED BY 5:00 P.M. LOCAL TIME, APRIL 20, 2007.**

The City of Staunton is not responsible for delays in the delivery of the mail by the U.S. Postal Service, private couriers, or the inter-office mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the Supervisor of Purchasing by the designated date and hour. **Facsimile and e-mail submittals are not acceptable.**

All offerors shall abide by all applicable State and Federal laws. The City does not discriminate against small and minority businesses or faith-based organizations.

**INQUIRIES CONCERNING RFP**

Any questions or comments concerning this Request for Proposal should be directed to:

**Amanda N. Huffman, Economic Development Specialist**

**City of Staunton**

**P. O. Box 58**

**Staunton, VA 24402-0058**

**540-332-3869 (office)**

**[HuffmanAN@ci.staunton.va.us](mailto:HuffmanAN@ci.staunton.va.us)**

---

**SPECIFICATIONS FOR REQUEST FOR PROPOSAL  
FOR  
THE CITY OF STAUNTON, VIRGINIA  
GRAPHIC DESIGN/MARKETING SERVICES**

---

**I. INTRODUCTION**

The City of Staunton, Virginia, and the Staunton Downtown Development Association (SDDA) are seeking written proposals from qualified firms to provide graphic design/branding/marketing services. The firm selected will assist the City of Staunton and SDDA in branding and other aspects of marketing for economic development and business recruitment purposes. The services will result in new graphically-designed images and key phrases (for example a new tag line) to be used for business cards, letterhead, presentation covers, website, and other marketing materials.

**Community Overview**

Staunton is a community of 23,500 in the heart of the Shenandoah Valley of Virginia at the interchange of I-81 and I-64. Staunton is known for a wealth of preserved building architecture, its cultural offerings, and nearby recreational and historic attractions. The community was chosen in 2001 by the National Trust for Historic Preservation as a “Distinctive Dozen” community, one of the 12 best communities in America to visit and in which to live and work. In 2002 Staunton was designated by the National Town Center as one of America’s five “Great American Main Street Communities.”

These and other recent national, regional, and statewide designations recognize Staunton’s unique attributes and attractions that draw visitors to the community year round. Among these attributes/attractions are:

- Five federal historic districts in downtown with more than 1,000 contributing structures listed on the National Register of Historic Places.
- Location in the scenic Shenandoah Valley at the intersection of Interstates 81 and 64 and also near Shenandoah National Park at the Skyline Drive and Blue Ridge Parkway nexus.
- The American Shakespeare Center and the Blackfriars Playhouse, the only authentic re-creation in the world of William Shakespeare’s indoor playhouse.
- Woodrow Wilson Presidential Library and Museum.
- Frontier Culture Museum, a living history museum composed of four working farms - restored authentic farmsteads from 17<sup>th</sup>/18<sup>th</sup> century Ireland, England and Germany, and a 1850s Appalachian farm to show how the immigrant European cultures melded into 19<sup>th</sup> century America in the Shenandoah Valley.

- Mary Baldwin College and 10 other colleges and universities within a 35-mile radius.
- Proximity to a myriad of regional attractions including Thomas Jefferson's Monticello, the University of Virginia, the Virginia Horse Center, and more than 30 Virginia wineries.
- Outdoor recreational options including hiking, mountain biking, skiing and horseback riding.

Additional information about the Staunton community is available by visiting the City of Staunton website at [www.staunton.va.us](http://www.staunton.va.us).

## **II. SPECIFIC REQUIREMENTS**

At a minimum, the key target audiences for this new "Staunton brand" should include potential business start-ups, relocations, and expansions as well as professional workers, entrepreneurs, and tourists.

Services will include, but not be limited to, the following:

- Organization and facilitation of a branding charrette to be held in conjunction with the City of Staunton Department of Economic Development and SDDA staff as well as community leaders and stakeholders. This charrette should result in the initial branding concept for the City of Staunton.
- Design of graphic images to be used for various publications and marketing pieces produced by the Staunton Department of Economic Development and/or SDDA.
- Assistance with layout of various marketing pieces such as (but not limited to) letterhead, business cards, website, marketing brochures, etc.
- Assistance with long-term marketing goals/planning for the future.

The City reserves the right to extend the contract for additional graphic design and marketing needs beyond this initial contract.

The branding process is anticipated to last six (6) months, from April through September 2007.

### III. GENERAL REQUIREMENTS

Proposals should be as thorough and detailed as possible so that the City may properly evaluate the capabilities of respective firms to provide the required services. All proposals should concisely convey the following information by order and headings given:

A. Firm History and Organization

B. Personnel

- Identify and provide resumes, including references, for key project personnel.
- List outside firms, if any, that will be part of the services team

C. Experience: Provide a description of the firm's background in branding, marketing and graphic design projects. This information should include:

- Project name and address;
- Description of services provided, and
- Owner's name, address, contact person and telephone number

D. Approach to Providing Services: Please outline your firm's proposed approach to providing the services.

E. Fee Schedule

F. Availability: The City would like to begin work as soon as a contract for services is completed. Please address the availability of your firm and key personnel to meet this requirement.

G. Insurance: Agreement to carry Professional Liability Insurance in an amount not less than \$100,000/\$500,000, and offer a minimum of \$1,000,000 excess liability insurance umbrella form, or such other insurance as is satisfactory and may be approved by the City. All insurance coverages shall be written by companies licensed to do business in Virginia, shall be administered by a Virginia registered agent, and shall ensure prior written notification to the City prior to cancellation of the policy.

### IV. REVIEW AND AWARD

To be considered for selection, respondents must submit a complete response to this Request for Proposal. Failure to submit all information requested may result in the rejection of the incomplete proposal. City staff will review proposals. A maximum of the three (3) most qualified firms will be invited for interviews by the City.

An authorized representative of the company shall sign proposals. Four (4) copies of the proposal must be submitted to the City of Staunton. **E-mail and facsimile responses are not acceptable.**

The following criteria will be used in evaluating the responses to this RFP:

- a) Previous experience
- b) References (i.e., satisfaction of former clients)
- c) Credentials of project team proposed to perform work
- d) Understanding of problems and tasks as depicted in proposal
- e) Project Approach
- f) Fees

#### **V. TERMS OF THE CONTRACT**

The City in conjunction with SDDA expects to choose a firm promptly and intends to begin the contracted services as soon as possible after April 20, 2007, with the contract to run through September 30, 2007.

The City and/or SDDA reserves the right to divide the graphic design/marketing services sought in this proposal into phases or campaigns, with City approval required before proceeding from one phase or campaign to another. The City also reserves the right to extend this contract for related services for additional 12 month periods, upon mutual agreement between the City and the successful contractor.

The City and/or SDDA reserves the right to negotiate contract terms with the successful contractor for items/services other than those specifically stated in this RFP in the best interest of the City and agreed to by the contractor.

All work product produced by selected contractor shall be the property of the City, and Contractor shall be deemed to have assigned any copyright rights and any other rights exclusively to the City.



---

## PROCUREMENT GUIDELINES

---

### **I. COMPETITIVE NEGOTIATION**

The procurement method is competitive negotiation of other than professional services, as defined in Section 2.2-4301 of the Code of Virginia (1950) as amended. This Request for Proposal indicates, in general terms, the nature of the program and services being sought. Each offeror is to submit the proposal(s) that best suits the general needs of the City.

The specific requirements for the contents of the proposals are contained in the RFP. Offerors are encouraged to provide additional information not specifically identified as a requirement if that additional information enables the proposal to better suit the needs of the City. In order to procure the program that best suits the needs of the City, the competitive negotiation process and evaluation criteria consider factors in addition to cost.

### **II. AWARDING OF CONTRACT**

The award of a contract shall be determined in the sole discretion of the City based upon evaluation of all information as the City may request. The City reserves the right to waive any informality in proposals submitted in response to this RFP when such waiver is in the best interest of the City.

The evaluation process shall be based upon the criteria set forth in Section IV of this request for proposals. Price will be considered but will not be the sole determining factor. Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the Request for Proposal. Negotiations shall then be conducted with each of the offerors so selected. After negotiations have been conducted with each offeror so selected, the City shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. When the terms and conditions of multiple awards are so provided in the Request for Proposal, awards may be made to more than one offeror. Should the City determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror.

The City of Staunton shall endeavor to award the contract within thirty (30) days from receipt of proposals. Notice of award will be posted on the City Web Site. ([www.staunton.va.us](http://www.staunton.va.us))

### **III. PUBLIC INSPECTION OF PROCUREMENT RECORDS**

Proposals submitted shall be subject to public inspection only in accordance with Section 2.2-4342 of the Code of Virginia, which reads, in essence, as follows:

2.2-4342 Public inspection of certain records:

Except as provided in this section, all proceedings, records, contracts, and other public records relating to procurement transactions shall be open to the inspection of any citizen, or any interested person, firm or corporation, in accordance with the Virginia Freedom of Information Act.

Cost estimates relating to a proposed procurement transaction prepared by or for a public body shall not be open to public inspection.

Any competitive negotiation offeror, upon request, shall be afforded the opportunity to inspect proposal records within a reasonable time after the evaluation and negotiations of proposals are completed but prior to award, except in the event that the public body decides not to accept any of the proposals and to reopen the contract. Otherwise, proposal records shall be open to public inspection only after award of the contract.

Any inspection of procurement transaction records under this section shall be subject to reasonable restrictions to ensure the security and integrity of the records.

Trade secrets or proprietary information submitted by a bidder, offeror or contractor in connection with a procurement transaction shall not be subject to the Virginia Freedom of Information Act; however, the bidder, offeror or contractor shall (i) invoke the protections of this section prior to or upon submission of the data or other materials, (ii) identify the data or other materials to be protected, and (iii) state the reasons why protection is necessary.

#### **IV. ETHICS IN PUBLIC CONTRACTING**

By submitting their proposal, all offerors certify that their proposal is made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or sub-contractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised unless consideration of substantially equal or greater value was exchanged.

#### **V. ANTI-DISCRIMINATION**

By submitting their proposal, offerors certify to the City of Staunton that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, the Virginia Fair Employment Act of 1975, as amended, where applicable and Section 2.2-4311 of the Virginia Public Procurement Act.

1. During the performance of this contract, the contractor agrees as follows:
  - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees

and the applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

- b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
  - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
2. The contractor will include the provisions of the foregoing paragraphs a, b and c in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

#### **VI. DRUG-FREE WORKPLACE**

By submitting their proposal, offerors certify to the City of Staunton that they will conform to the provisions of Section 2.2-4312 of the Virginia Public Procurement Act. Contractors agree to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

#### **VII. PROMPT PAYMENT ACT**

Any contract awarded as a result of this Request for Proposal shall incorporate the terms and conditions of Article 4 of the Virginia Public Procurement Act with respect to Prompt Payment.

#### **VIII. REJECTION OF PROPOSALS**

The City reserves the right, at any time prior to award of the contract, to reject any and all proposals, or any part thereof, to make no award, and/or to issue a new Request for Proposal, or make modifications, corrections or additions to the information contained herein.

Offerors are cautioned this is a Request for Proposal, NOT a request to contract.

#### **IX. COSTS FOR PROPOSAL PREPARATION**

Any costs incurred by offerors in preparing or submitting proposals are the offeror's sole responsibility; the City will not reimburse any offeror for any costs incurred as a result of the preparation of this Request for Proposal.



## The Fredericksburg Main Street Initiative

### REQUEST FOR PROPOSALS

For

### Fredericksburg Main Street Initiative (FMSI)

#### **PROPOSAL:**

The Fredericksburg Main Street Initiative (FMSI), a 501(c)6 non-profit, is seeking proposals from qualified graphic design/marketing firms to provide the FMSI with development of a community image and branding program for downtown Fredericksburg and FMSI, as specified herein.

All proposals must be delivered to:

Mail To: Fredericksburg Main Street Initiative  
P.O. Box 7275  
Fredericksburg, Virginia 22404

#### **ALL PROPOSALS MUST BE RECEIVED BY 5:00 P.M. EST, February 15, 2015.**

The Fredericksburg Main Street Initiative is not responsible for delays in the delivery of the mail by the U.S. Postal Service, private couriers, or the inter-office mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the FMSI staff by the designated date and hour. **Facsimile and e-mail submittals are not acceptable.**

All offerors shall abide by all applicable State and Federal laws. The FMSI does not discriminate against small and minority businesses or faith-based organizations.

#### **INQUIRIES CONCERNING RFP**

Any questions or comments concerning this Request for Proposal should be directed to:

**Ann Glave,**  
**Executive Director, FMSI**  
**904 Princess Anne Street, Suite 303**  
**Fredericksburg, VA 22401**  
**540-479-1595**  
[info@fredericksburgmainstreet.org](mailto:info@fredericksburgmainstreet.org)

---

**SPECIFICATIONS FOR REQUEST FOR PROPOSAL FOR  
THE FREDERICKSBURG MAIN STREET INITIATIVE,  
COMMUNITY IMAGE AND BRANDING SERVICES**

---

**I. INTRODUCTION**

The Fredericksburg Main Street Initiative (FMSI) is a non-profit Main Street organization seeking written proposals from qualified firms to provide graphic design/branding/marketing services. The firm selected will assist the FMSI in branding and other aspects of marketing for economic development and business recruitment purposes. The services will result in new graphically-designed images and key phrases (for example a new tag line) to be used for business cards, letterhead, presentation covers, website, and other marketing materials.

**Community Overview**

Fredericksburg is a city of 28,132 located half way between Richmond and Washington D.C. in the north-central Virginia region along the Rappahannock River. The city is known for its unique laidback culture compared to Northern Virginia and hosts a robust art community, growing technology sector, and growing culinary reputation. A recent article in the Washington Post called Fredericksburg “Brooklyn on the Rappahannock” thanks to a renaissance as a destination from Washington D.C. with “a vibrant art scene, a focus on DIY, artisanal food, farmers markets and a host of new shops that sell wine racks made of old pallets, vintage Polaroid cameras and 200-year-old wood beams.”

The busiest highway on the East Coast, I-95, passes through the western outskirts of the city and construction of the large Central Park shopping complex diverted much of the commercial focus in the area to the Route 3 interchange and away from the Old FMSI district.

Our historic downtown is not easily accessible or visible from the highway. The Virginia Department of Transportation road markers all point to the Central Park shopping area as “Fredericksburg” for travelers on I-95. This geographic glitch leaves many unaware there is even this hidden jewel just three miles away from the road unintentionally discouraging visitors to check out the best our region has to offer.

In spite of that the Old FMSI area is on the rise and the Main Street Initiative is starting to pay off. The first major campaign we launched was for this year’s ‘Small Business Saturday’ and it was a spectacular success with over 80 businesses participating and all reporting record sales and traffic. One of our oldest businesses reported its biggest sales in 19 years of being open.

We want to ride a wave of new interest in our city and build on the well-established art and retail district, the recent Main Street designation, renewed desire in downtown living and walkable communities, and a national movement for shopping at small and local businesses. The

FMSI intends to build a brand for the historic downtown district and attract more businesses and visitors to the area through this campaign.

Below is some additional information to help paint a broader picture of Fredericksburg:

- The City of Fredericksburg was established by an act of the Virginia General Assembly in 1728, on land originally patented by John Buckner and Thomas Royston of Essex County in 1681. It was named for Frederick, Prince of Wales (1707-51), and eldest son of King George II of Great Britain and father of King George III. Its older streets still bear the names of members of the British royal family.
- Fredericksburg's strategic location just below the falls of the Rappahannock River made it a key port for early settlers and the nation as the highest navigable point on the river. Because of this, the downtown district was focused on trade and warehouses and many of those historic structures exist still today.
- The city boasts an iconic place in American history with the famous Civil War Battle of Fredericksburg fought in the streets of the town and the National Battlefield Park intertwined in the city. This attracts wide numbers of history minded visitors for regular visits and special events including the battle reenactment each December and the nationally known Memorial Day Luminary where the cemetery is decorated with thousands of small candlelit luminaries.
- The city receives some 1.5 million visitors a year from across the country and world.
- The city is located 49 miles south of Washington D.C. and 58 miles north of Richmond and provides a small town, historic atmosphere. The Old FMSI is located adjacent to the Rappahannock River and the city has plans for a riverfront park that will be connected to the Main Street Initiative district.

**DRAFT**

Additional information about the Fredericksburg community is available by visiting the City of Fredericksburg website at [www.Fredericksburgva.gov](http://www.Fredericksburgva.gov) or [www.visitfred.com](http://www.visitfred.com) and by contacting Ann Glave Executive Director for the Fredericksburg Main Street Initiative at 818-438-5659.

## II. SPECIFIC REQUIREMENTS

The key target audiences for this new "Fredericksburg brand" should include potential business start-ups, relocations, and expansions as well as professional workers, entrepreneurs, and tourists.

The selected agency shall create a community image and branding program that will provide, at a minimum the following deliverables:

1. Marketing concepts and messaging for the community.
2. Logo and tagline designs for Fredericksburg and community partners.
3. Logo designs for events, organizations, and other amenities.

4. Custom banner designs applicable to all community stakeholders.
5. Materials coordinated with wayfinding sign designs.
6. Print collateral cover designs (brochures, visitor guides, etc.).
7. Web page design concepts.
8. Ad templates and concepts.
9. Other collateral pieces as desired.
10. All related photography in digital format.
11. Resource CD/flash drive with all deliverables in a variety of file formats.
12. Style guide for brand implementation.
13. Brand presentation on PowerPoint.
14. Copyright release granting ownership of all designs.
15. Digital resource package with all deliverables in a variety of file formats.
16. Implementation strategy board outlining first, next, and final steps for the marketing implementation plan.
17. Final Project Report.

The FMSI reserves the right to extend the contract for additional graphic design and marketing needs beyond this initial contract.

The branding process is anticipated to last six (6) months, from March through September 2015.

**DRAFT**

### III. GENERAL REQUIREMENTS

Offerors shall provide detailed responses to the following:

#### SECTION 1: AGENCY DESCRIPTION

(1) Agency's name and contact information, include:

- a. Name
- b. Title
- c. E-mail Address
- d. Direct Telephone Number
- e. Web Address

(2) Agency Description including: philosophy, unique point-of-difference, position in marketplace, strongest capabilities.

(3) Organization structure: office locations; number of full-time employees showing the breakdown by function (management, account service, creative, planning/research, media, promotion, interactive, admin/financial, production, etc.).

(4) Current client list including their tenure and projects worked to include electronic and mobile links to the deliverable project.

#### SECTION 2: ACCOUNT MANAGEMENT

(1) Describe the way your firm organizes account teams for clients such as FMSI. Include titles, short biographies, reporting structure relationships, seniority levels, location, and other pertinent data. Also, include details on any portion of the campaign that would be outsourced.

(2) FMSI must operate on a well-defined, managed and cost controlled budget.

- a. Define how your firm sets budgets, manages invoices, and modifies client budgets
- b. Explain your rate structure
- c. Billing methods
- d. List out-of-pocket expenses, such as travel

#### SECTION 3: AGENCY CAPABILITIES

(1) State the firm's experience and measurement of success in working with local towns or cities.

(2) State the firm's experience and measurement of success in working with tourism/hospitality/travel industry.

(3) State the firm's experience and measurement of success in building a brand in a mature and undifferentiated product environment.



(4) If you have no experience in these sectors, how will you bring your experience to help solve the objectives of the engagement?

(5) What is your approach to brand development and corporate identity design, and what evaluation measures are imposed during your process to ensure that the thinking generated and solutions presented can best serve the interests of the client?

(6) Discuss how your agency produces its best creative work. Please speak to the coordination between your account management, planning, creative teams and implementation teams and discuss any best practices that you feel your agency is using in this regard.

(7) Describe the processes and tools your firm employs to measure and evaluate the results of your marketing communications efforts. Discuss how you review and adjust strategy to be responsive to marketplace performance. Please be specific as to overall program/campaign measurement and on-going tracking capabilities.

(8) Describe your in-house website, mobile, and Internet capabilities.

#### **SECTION 4: AGENCY EXPERIENCE**

(1) Present up to three company creative branding solution case solutions. (Include any other information you believe would be important for us to consider.)

(2) Present up to three company website case solutions.

(3) Present up to three company print media, outdoor and integrated communication case solutions.

#### **EVALUATION CRITERIA**

Proposals will be evaluated against several criteria (Points as noted):

1. Proposal completeness (5)
2. Creativity, alignment of proposed strategy with scope of work (20)
3. Creative marketing capabilities and experience (15)
4. Mobile strategy capabilities and experience (20)
5. Ability to measure, provide on-going tracking and report results (15)
6. Cost (10)
7. Simplicity of process (10)
8. Method of account management (5)

**AWARD TO OFFEROR:** The goal of FMSI is to select a single offeror deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offeror selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the

agency shall select the offeror, which in its opinion, has made the best proposal, and shall award the contract to that offeror. FMSI may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation, and the contractor's proposal as negotiated.

## PROPOSAL PREPARATION AND SUBMISSION

### GENERAL INSTRUCTIONS:

- (1) RFP Response: In order to be considered for selection, the offeror shall submit a complete response to this RFP; and shall submit to the issuing Agent:
  - a. **One (1) original and six (6) full-color copies** of the entire proposal, INCLUDING ALL ATTACHMENTS.
  - b. **One (1) electronic copy in searchable PDF** (flash drive) of the entire proposal, INCLUDING ALL ATTACHMENTS.
  - c. No other distribution of the proposal shall be made by the offeror.
  
- (2) Proposal Preparation:
  - a. Proposals shall be signed by an authorized representative of the offeror. All information requested should be submitted. Failure to submit all information requested may result in the purchasing agency requiring prompt submissions of missing information and/or giving a lowered evaluation of the proposal.
  - b. Proposals that are substantially incomplete or lack key information may be rejected by the purchasing agency. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
  - c. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
  - d. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
  
- (3) Oral Presentation:
  - a. Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to FMSI. This provides an opportunity for the offeror to clarify or elaborate on the proposal.
  - b. This is a fact-finding and explanation session only and does not include negotiation. The FMSI of Ashland will schedule the time and location of these presentations. Oral presentations are an option of the FMSI and may or may not be conducted. Therefore, proposals should be complete.

**COSTS FOR PROPOSAL PREPARATION:**

Any costs incurred by offerors in preparing or submitting proposals are the offeror's sole responsibility. FMSI will not reimburse any offeror for any costs incurred as a result of the preparation of this Request for Proposal.

**SPECIAL TERMS AND CONDITIONS**

**CANCELLATION OF CONTRACT:**

FMSI reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

**IDENTIFICATION OF PROPOSAL ENVELOPE:**

The signed proposal should be returned in a separate envelope or package, sealed and identified as follows:

- From:
- Name of Offeror:
- Address:
- Responsible Agent:
- RFP Title:
- RFP Due Date:
- Purchasing Officer:

**DRAFT**

The envelope should be addressed as directed on the title page of the solicitation.

The offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

**LATE PROPOSALS:**

To be considered for selection, complete proposals must be received by the designated date and hour. Proposals received in the office after the date and hour designated are automatically nonresponsive and will not be considered. FMSI is not responsible for delays in the delivery of mail by the U.S. Postal Service or private couriers. It is the sole responsibility of the Offeror to ensure that its proposal reaches the issuing office by the designated date and hour.

**UNDERSTANDING OF REQUIREMENTS:**

It is the responsibility of each offeror to inquire about and clarify any requirements of this solicitation that is not understood. FMSI will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation. Therefore, all inquiries deemed to be substantive in nature must be in writing and submitted to the issuing office. Offerors must ensure that written inquiries reach the buyer at least five (5) days prior to the time set for receipt of offeror's proposals. A copy of all queries and the respective response will be provided in the form of an addendum to all offerors who have indicated an interest in responding to this solicitation. Your signature on your Offer certifies that you fully understand all facets of this solicitation.

**REQUIREMENTS FOR DELIVERABLES**

A copyright release granting full ownership of all materials produced shall be provided. All photography shall be provided in a digital format. All materials and photography shall be designed and produced to be adaptable across multiple platforms and size specifications. A resource flash drive shall be provided in a variety of file formats of all deliverables.

**PRICING SCHEDULE**

The offeror shall provide pricing, including hourly rates, for all products and services included in proposal indicating one-time and on-going costs.

**DRAFT**

**REQUEST FOR PROPOSALS  
FOR  
THE HOPEWELL DOWNTOWN  
PARTNERSHIP,  
August 22, 2012  
GENERAL INFORMATION**

**Proposal**

The Hopewell Downtown Partnership (HDP) is seeking proposals from qualified graphic design/marketing firms to provide the Hopewell Department of Economic Development and HDP with new branding materials, as specified herein.

All proposals must be delivered to:

Mail To: The Hopewell Downtown Partnership  
206 Appomattox Street  
Hopewell, Virginia 23860

**ALL PROPOSALS MUST BE RECEIVED BY 5:00 P.M. LOCAL TIME. September 22, 2012.**

The Hopewell Downtown Partnership is not responsible for delays in the delivery of the mail by the U.S. Postal Service, private couriers, or the inter-office mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the Hopewell Downtown Partnership staff by the designated date and hour. **Facsimile and e-mail submittals are not acceptable.**

All offerors shall abide by all applicable State and Federal laws. The HDP does not discriminate against small and minority businesses or faith-based organizations.

**INQUIRIES CONCERNING RFP**

Any questions or comments concerning this Request for Proposal should be directed to:

**Evan Kaufman, Interim Director  
HDP  
206 Appomattox St.  
Hopewell, VA 23860  
818-438-5659 (cell)  
[HopeDowntown@gmail.com](mailto:HopeDowntown@gmail.com)**

---

**SPECIFICATIONS FOR REQUEST FOR PROPOSAL  
FOR  
THE HOPEWELL DOWNTOWN  
PARTNERSHIP, VIRGINIA GRAPHIC  
DESIGN/MARKETING SERVICES**

---

**I. INTRODUCTION**

The Hopewell Downtown Partnership (HDP) is a non-profit Main Street organization seeking written proposals from qualified firms to provide graphic design/branding/marketing services. The firm selected will assist the HDP in branding and other aspects of marketing for economic development and business recruitment purposes. The services will result in new graphically-designed images and key phrases (for example a new tag line) to be used for business cards, letterhead, presentation covers, website, and other marketing materials.

**Community Overview**

Hopewell is a community of 22,500 located in the Tri-cities area of central Virginia along the confluence of the James and Appomattox Rivers. Similar to other cities, Hopewell has had its share of boom and bust. In the early to mid 20<sup>th</sup> century, Hopewell was a booming city with an alive and vibrant downtown atmosphere. Unfortunately, the prominence of strip malls, shopping malls, and changes in the residential housing market has created a downturn for the historic Downtown district. With recent Main Street designation, a return of interest to downtown living, small town atmospheres, and walk able communities, the HDP and the City of Hopewell is hoping to revitalize and re-brand the historic downtown district.

Below is some additional information to help paint a broader picture of some of the current assets in Hopewell:

- City Point, now Hopewell, is considered the longest continuously inhabited English Settlement in the nation.
- Hopewell was known as “The Wonder City” in the past for its amazing resilience through war, fire, and abandonment.
- Hopewell’s strategic location along the confluence of the James and Appomattox Rivers has made it a destination for businesses and residents for over four centuries.
- The City of Hopewell has recently invested millions to rehab a historic theater located in the Downtown area and to improve conditions at a covered marina located near the downtown.
- The city hosts some great historical sites including Appomattox Manor (General Grant’s HQ during the civil war), Weston Plantation (a beautiful 18<sup>th</sup> century Georgian architectural estate), and a civil war cemetery

- The City is home to a number of large manufacturing facilities including Honeywell, Hercules, and Smurfit-Stone.
- The city is located only 20 miles south of Richmond and provides a small town, quaint atmosphere. The Downtown is located adjacent to the Appomattox River and has access to the River through a small downtown park area. The HDP would like to encourage outdoor activities and better use of this River.
- There is an influx of people and jobs in the immediate area with the arrival of Amazon, the development of a new Rolls Royce Facility, and the recent expansion of Ft. Lee.

Additional information about the Hopewell community is available by visiting the City of Hopewell website at [www.Hopewellva.gov](http://www.Hopewellva.gov) or by contacting Evan Kaufman, Interim Director for the Hopewell Downtown Partnership at 818-438-5659.

## **II. SPECIFIC REQUIREMENTS**

At a minimum, the key target audiences for this new “Hopewell brand” should include potential business start-ups, relocations, and expansions as well as professional workers, entrepreneurs, and tourists.

Services will include, but not be limited to, the following:

- Organization and facilitation of a branding charrette to be held in conjunction with the City of Hopewell Department of Economic Development and HDP staff as well as community leaders and stakeholders. This charrette should result in the initial branding concept for the HDP.
- Design and development of graphic images including, but not limited to, logos, brochures, and advertisements for use in economic and community development efforts appealing to business and industry, tourists, and residents.
- Assistance in the development of a tagline and vision statement based on public input and professional observation.
- Assistance with layout and development of various marketing pieces such as (but not limited to) letterhead, business cards, website, marketing brochures, etc.
- Development of a long term plan that identifies marketing concepts, projects, time frames, and estimated costs.

The HDP reserves the right to extend the contract for additional graphic design and marketing needs beyond this initial contract.

The branding process is anticipated to last six (6) months, from September through February 2013.

### III. GENERAL REQUIREMENTS

Proposals should be as thorough and detailed as possible so that the HDP may properly evaluate the capabilities of respective firms to provide the required services. All proposals should concisely convey the following information by order and headings given:

A. Firm History and Organization

B. Personnel

⑩ Identify and provide resumes, including references, for key project personnel.

⑩ List outside firms, if any, that will be part of the services team

C. Experience: Provide a description of the firm's background in branding, marketing and graphic design projects. This information should include:

⑩ Project name and address;

⑩ Description of services provided, and

⑩ Owner's name, address, contact person and telephone number

D. Approach to Providing Services: Please outline your firm's proposed approach to providing the services.

E. Fee Schedule

F. Availability: The HDP would like to begin work as soon as a contract for services is completed. Please address the availability of your firm and key personnel to meet this requirement.

G. Insurance: Agreement to carry Professional Liability Insurance in an amount not less than \$100,000/\$500,000, and offer a minimum of \$1,000,000 excess liability insurance umbrella form, or such other insurance as is satisfactory and may be approved by the HDP. All insurance coverages shall be written by companies licensed to do business in Virginia, shall be administered by a Virginia registered agent, and shall ensure prior written notification to the HDP prior to cancellation of the policy.

### IV. REVIEW AND AWARD

To be considered for selection, respondents must submit a complete response to this Request for Proposal. Failure to submit all information requested may result in the rejection of the incomplete proposal. City staff and the HDP will review proposals. A maximum of the three (3) most qualified firms will be invited for interviews by the HDP.



An authorized representative of the company shall sign proposals. Four (4) copies of the proposal must be submitted to the Hopewell Downtown Partnership. **E-mail and facsimile responses are not acceptable.**

The following criteria will be used in evaluating the responses to this RFP:

- a) Previous experience
- b) References (i.e., satisfaction of former clients)
- c) Credentials of project team proposed to perform work
- d) Understanding of problems and tasks as depicted in proposal
- e) Project Approach
- f) Fees

#### **V. TERMS OF THE CONTRACT**

The HDP expects to choose a firm promptly and intends to begin the contracted services as soon as possible after September 25, 2012, with the contract to run through February 28th, 2013.

The HDP reserves the right to divide the graphic design/marketing services sought in this proposal into phases or campaigns, with HDP approval required before proceeding from one phase or campaign to another. The HDP also reserves the right to extend this contract for related services for additional 12 month periods, upon mutual agreement between the HDP and the successful contractor.

The HDP reserves the right to negotiate contract terms with the successful contractor for items/services other than those specifically stated in this RFP in the best interest of the HDP and agreed to by the contractor.

All work product produced by selected contractor shall be the property of the HDP, and Contractor shall be deemed to have assigned any copyright rights and any other rights exclusively to the HDP.

---

## PROCUREMENT GUIDELINES

---

### **I. COMPETITIVE NEGOTIATION**

The procurement method is competitive negotiation of other than professional services, as defined in Section 2.2-4301 of the Code of Virginia (1950) as amended. This Request for Proposal indicates, in general terms, the nature of the program and services being sought. Each offeror is to submit the proposal(s) that best suits the general needs of the City.

The specific requirements for the contents of the proposals are contained in the RFP. Offerors are encouraged to provide additional information not specifically identified as a requirement if that additional information enables the proposal to better suit the needs of the City. In order to procure the program that best suits the needs of the City, the competitive negotiation process and evaluation criteria consider factors in addition to cost.

### **II. AWARDING OF CONTRACT**

The award of a contract shall be determined in the sole discretion of the HDP based upon evaluation of all information as the HDP may request. The HDP reserves the right to waive any informality in proposals submitted in response to this RFP when such waiver is in the best interest of the HDP.

The evaluation process shall be based upon the criteria set forth in Section IV of this request for proposals. Price will be considered but will not be the sole determining factor. Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the Request for Proposal. Negotiations shall then be conducted with each of the offerors so selected. After negotiations have been conducted with each offeror so selected, the HDP shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. When the terms and conditions of multiple awards are so provided in the Request for Proposal, awards may be made to more than one offeror. Should the HDP determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror.

The Hopewell Downtown Partnership shall endeavor to award the contract within thirty (30) days from receipt of proposals. Notice of award will be made through phone calls to the selected contractor.

### **III. ETHICS IN PUBLIC CONTRACTING**

By submitting their proposal, all offerors certify that their proposal is made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or sub-contractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of

more than nominal value, present or promised unless consideration of substantially equal or greater value was exchanged.

**IV. ANTI-DISCRIMINATION**

By submitting their proposal, offerors certify to the Hopewell Downtown Partnership that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, the Virginia Fair Employment Act of 1975, as amended, where applicable and Section 2.2-4311 of the Virginia Public Procurement Act.

1. During the performance of this contract, the contractor agrees as follows:
  - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employee and the applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
  - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
  - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
2. The contractor will include the provisions of the foregoing paragraphs a, b and c in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

**V. REJECTION OF PROPOSALS**

The HDP reserves the right, at any time prior to award of the contract, to reject any and all proposals, or any part thereof, to make no award, and/or to issue a new Request for Proposal, or make modifications, corrections or additions to the information contained herein.

Offerors are cautioned this is a Request for Proposal, NOT a request to contract.

**VI. COSTS FOR PROPOSAL PREPARATION**

Any costs incurred by offerors in preparing or submitting proposals are the offeror's sole responsibility; the HDP will not reimburse any offeror for any costs incurred as a result of the preparation of this Request for Proposal.