

ATTACHMENT A - SCOPE OF SERVICES

The following scope is the Arnett Muldrow Team's approach to Brand Development, Market Analysis and Marketing Plan for New Port Richey. This represents Phase 1 of the original response to the RFP that also included master planning for Downtown and Highway 19 (Phases 2 & 3). Those two phases would occur after the completion of Phase 1, as part of a separate contract.

It is important to note that this scope below accounts for the branding and market analysis portion of Kickoff and Visioning. Any physical planning in those tasks would occur as part of the separate Phase 2 and 3 contract but would follow the same process.

PART I: KICKOFF AND VISIONING

The visioning process will lay the foundation for the branding and marketing project, as well as the comprehensive market research for New Port Richey.

A: Background Review

We will review all relevant background material including downtown plans, redevelopment strategies, market research, and branding and marketing material, including:

- Review any current marketing materials, branding, style guides, and logo sets for the City, CRA, New Port Richey Main Street, etc.
- Review any market, demographic, or other economic data compiled by the City, Main Street, Greater Pasco Chamber of Commerce, Experience Florida's Sport Coast DMO, or any other partners.
- Review relevant reports and data including, but not limited to:
 - 2011 Strategic Action Plan
 - 2016 Comprehensive Plan
 - 2019 Community Redevelopment Plan
 - Previous New Port Richey market research such as;
 - 2015 Residential Market Analysis for the Urban Core
 - 2016 Downtown Shopability Analysis
 - 2016 Retail Market Analysis
 - 2016 Hotel Market Analysis for Hacienda Hotel

B: Project Coordination

Prior to initial Visioning Workshop, we will coordinate with New Port Richey for the project and Steering Committee kickoff, including:

- Host internal Team meeting to develop a recommended schedule, and compile questions for the client and steering committee.
- Develop draft schedule for Client review and assist New Port Richey with identification of potential Steering Committee members. We recommend a committee of no more than 10 persons representative of staff, city leadership, downtown business owners, and key partner groups, particularly those that may be involved in marketing and promoting New Port Richey.

It would be advisable for this steering committee be the same for Phase 1 (this project) and Phase 2 & 3 to occur later.

- Design online survey instrument with the Client to engage community and stakeholders.

C: Visioning Workshop/ Kickoff

This will be our reconnaissance visit and initial “listening” phase of the plan. During this two-day work session, we will facilitate a series of meetings and input sessions including:

- **Steering Committee Kickoff:** Small group to be identified by the City to provide general guidance for the Team.
- **Initial Stakeholder Interviews:** Seven to ten leadership meetings with key individuals to include the City, CRA board, business and property owners, as well as any other stakeholder partners.
- **Public Meeting:** Open meeting to describe the planning process and facilitated discussion to garner citizens’ vision of the community. This meeting, while focused on community identity and market needs, will also lay a foundation for the downtown and Highway 19 corridor planning to follow.
- **Market Analysis:** Engage business owners in beginning of the market analysis in Part II below.

D: Online Survey

We will conduct a survey on Survey Monkey to gauge residents, visitors, and business owners’ perspectives of the New Port Richey community, downtown, Highway 19 and challenges and opportunities. This will include questions related to community identity and character to help inform the branding process.

E: Background and Vision Summary

We will summarize all visioning input and identify emerging themes and ideas. The summary will be prepared in presentation format and will include:

- Findings and observations from the Online Survey.
- Emerging themes from community and stakeholder input.
- Visioning goals and objectives to guide the remainder of the planning process.

PART II: PLANNING

Brand Development and Market Analysis

This represents Phase 1 of the larger master planning process for New Port Richey and includes brand development, comprehensive market analysis, and marketing plan. It begins with the market analysis which will provide data to support targeted consumer markets, as well as help craft a market position for New Port Richey and downtown that will allow it to recruit new and expanded business. While important to market positioning, it will also lay the foundation for the master planning of downtown that will follow in future phases.

A: Market Analysis

1: Existing Retail Inventory

We will conduct a study of the existing retail market including:

- Review existing economic and demographic information from Florida Economic Development, New Port Richey, Pasco County, Tampa-St Pete-Clearwater MSA, and the Florida West Coast Region.
- Examine existing commercial space in Downtown as well as the Highway 19 corridor.
- Conduct an initial determination of developable space, under-utilized properties, etc.
- Examine competitive markets of other communities in Pasco County and larger metro area.

2: Market Definition

- Work with local businesses to conduct zip code survey of customers to determine local, regional, and visitor markets for both Downtown New Port Richey and the Highway 19 corridor.
- Using consumer patterns from survey, define true primary and secondary trade areas for downtown, Highway 19, and combined New Port Richey.

3: Market Study

We will conduct a thorough market study for New Port Richey including:

- **Retail Leakage:** Analysis of retail sales and consumer expenditures to establish leakage/inflow by individual retail category.
- **Retail Capture:** Project space demand for new or expanded retail uses in downtown with square footage of supportable retail by category.
- **Retail Shares and Pull Factor:** Conduct supply-side analysis to determine how different cluster performance compared to region.
- **Office and Mixed-use Demand:** Analysis of non-commercial uses and projection of space demand and opportunity in New Port Richey and downtown.

4: Demographic Study

- **Demographic Profile:** Create demographic profile of New Port Richey and downtown trades areas including population, income, housing, and employment.
- **Market Segmentation:** This study further identifies the various segments of the overall market by socioeconomic characteristics and life stage categories. Each segment will have specific demographics, business and lifestyle needs, and buying characteristics. Market opportunities and targeted recruitment can be refined by a better understanding of the consumer market.

The market analysis will provide support to inform development opportunities to explore during the urban design process. It will also provide a foundation for the business development strategy including recruitment, business support services, targeted businesses, and marketing strategies.

B: Business Development Strategy

- Establish long-term (10 to 20-year) business development strategies based on demographic trends and market opportunities gathered during the analysis.
- Outline Downtown and Highway 19 strengths and weaknesses and describes the current customer base/market as well as strategies to expand that base. Identify potential target markets for the Marketing Strategy outlined in Task E.
- Identify constraints to economic development as they relate to market demand, demographics, land/property value and market condition.
- Create recruitment and retention strategies for new and expanding businesses in New Port Richey and downtown based on its competitiveness within the larger Florida West Coast market. This would include recruitment, training, marketing, and incentives and will be incorporated into the Marketing Plan recommendations as outlined in Task E below.
- Use data to inform development opportunities to explore during urban design process, to occur in future master planning phases.

C: Branding Workshop

Modeled after a community design charrette, the branding resource visit will allow us to develop an effective conceptual branding program. We have conducted these resource visits in over 500 communities, districts, and regions that have gone on to implement their brands in creative ways. The brand workshop for New Port Richey will involve a three-day process.

Days One and Two: Focus Group Input – The first two days will concentrate on a series of roundtable meetings with image setting groups in New Port Richey.

- Steering Committee
- City officials and Staff
- Main Street New Port Richey
- Cultural agencies and destinations
- Event planners
- Downtown business and property owners
- Tourism representatives
- New Port Richey youth

The input sessions will be facilitated group sessions concentrating on New Port Richey' brand image. During these first two days, the team will also tour Downtown and New Port Richey to get a better understanding of its characteristics and needs. We will conduct up to eight selected community and business focus groups to garner input and share progress on the effort.

Days Two: Photography – Arnett Muldrow will take photographs of downtown New Port Richey and surrounding community. All of the photos will become the property of the client and can be used to assist in the ongoing implementation of the marketing strategy. This stock of quality photos can be used in creating brochures, advertisements and reference materials that prove to be long-term assets. Initial photography will be conducted during the reconnaissance visit in Part I.

Days Two and Three: Brand Concept Development – Throughout the process and leading up to the end of the third day, we will develop market positions and working brand concepts for New Port Richey and downtown.

Community branding is not just the creation of a simple logo. Rather, it is a market position, graphic identity, tag line, and style set that presents the overall vision and values within the community. Ultimately it will be the foundation of a seamless system to market and promote the community. Elements of the brand system include:

- **Brand Position Statement** – This narrative connects the values and assets within the downtown and lays the foundation for the identity of the place, including the key messages and targets that will be addressed in the marketing strategies.
- **Graphic Identity** – This is the overall style set of the brand identity including typeface, color palette, and icon. The identity will be represented in graphic form, and the design elements that make up the logo will be used as the graphic foundation for the rest of the system.
- **Tag Line** - This is the phrase that presents the brand statement narrative as a concise description of the community's identity and market position.

Day Three: Brand Concept Development – All of the recommendations will be rolled out in a thorough presentation to New Port Richey at the end of the branding workshop. The presentation will provide stakeholders with a solid direction for the brand, and we will garner feedback for further refinement to come after the workshop. This will include our initial graphic marketing recommendations. While tailored to the needs of the individual community, these deliverables often include:

- Brand development (logos, market position, taglines) for the City of New Port Richey, Downtown, and any other character districts.
- Extension brand style to other logos for partner agencies and events such as New Port Richey Main Street.
- Organizational tools such as letterhead, business cards, PowerPoint templates, and stationery.
- Conceptual graphic recommendations for collateral such as banners, brochure templates, event posters, and incorporation of the brand into the City's various websites.
- Graphic recommendations for wayfinding signage that often includes vehicular and pedestrian trailblazers, directional signage, gateways, etc., to direct the visitor and local to various civic and cultural resources throughout the community.
- Recommendations for print and online advertising, social media, and other methods of communication. This will include ad templates.
- Collateral incorporating the brand such as water bottles, t-shirts, hats, bags, stickers, etc.

D. Refinement of Brand Materials

Upon completion of the brand workshop, we will give New Port Richey a period of two weeks to gather additional input from the steering committee and any other partners they wish to share the recommendations. At the end of the two-week period, Arnett Muldrow will receive the final input and begin refinements to the brand, brand message, and strategies.

E. Marketing Plan and Implementation

Upon completion of the brand, a marketing plan and implementations strategy will be developed including:

- Review of existing marketing tools and strategies.
- Creation of a Public Relations Strategy that takes advantage of press releases, special editorials, and media relations to promote New Port Richey and its quality of life. Strategy may include print, broadcast media, online communications, etc. The PR plan will seek to maximize publicity for New Port Richey, the CRA and Downtown.
- Develop a target audience campaign based on the market segmentation study from the Market Analysis above.
- Strategies for event promotion coordinating the efforts of New Port Richey Main Street, Parks and Recreation, and the CRA.
- Implementation Plan:
 - Style Guide presenting proper usage and management of the New Port Richey Brand
 - Business Development and Recruitment to enhance the economic development efforts of the CRA including strategies positioning downtown New Port Richey to bring in new investment.
 - Marketing program proposed budget to be incorporated into the CRA and New Port Richey fiscal year budgeting process for 2020-21 and beyond.

F. Brand Resource Delivery

We will prepare a digital package that will include all graphics produced in the branding workshop for New Port Richey, the CRA and its community partners. This will include the graphics and the final PowerPoint presentation of the material. Also created in this phase of the project is the final branding and marketing report, outlining market research results, strategic implementation techniques, and final branding results. We will return to the community to present all final materials to the client. During this visit we would have a branding and market strategy implementation meeting with the steering committee and staff.

COMPENSATION

The scope above can be completed for a not-to-exceed cost of \$44,600, inclusive of travel expenses. This represents a fee of \$39,535 and estimated expense budget of \$5,065. A task-by-task breakdown of costs has been prepared and can be submitted if necessary.

Any work to be completed outside the scope of services of this contract would be completed at an hourly rate of \$125 per hour. Expenses would be billed as they are incurred. No work outside this scope would occur without written agreement between Arnett Muldrow and New Port Richey

SCHEDULE

We anticipate the process to take approximately 16-weeks to complete, depending on scheduling of visits at the local level. We are prepared to begin in November of 2019.

| Part I | Kickoff & Visioning | TIMEFRAME |
|---|---------------------|-----------------|
| Part 1: Kickoff & Visioning | | 4 Weeks |
| A: Background Review B: Project Coordination C: Visioning Workshop/Kickoff D: Online Survey E: Background and Vision Summary | | |
| Part II | Planning Effort | TIMEFRAME |
| Phase 1: Brand Development and Market Analysis | | 12 Weeks |
| A: Market Analysis B: Business Development Strategy C: Branding Workshop D: Refinement of Branding Materials E: Marketing Plan and Implementation F: Brand Resource Delivery | | |
| TOTAL FEE + EXPENSE | | \$44,600 |

CLIENT RESPONSIBILITIES

The Arnett Muldrow Team will rely on the Client to:

- Organize steering committee members and schedule all meetings.
- Promote and distribute link to online survey.
- Coordinate all stakeholder meetings, including the promotion of public meetings.
- Gather and provide all background information.
- Provide locations for meetings and for work on site.
- Provide locations during production visits that include working space for Arnett Muldrow during visits, and access to high speed internet connections.
- Provide information to Arnett Muldrow in a timely manner.
- Arnett Muldrow will perform a Trademark Electronic Search System (TESS) search with the United States Patent and Trademark Office on the New Port Richey brand and tag line created during this plan and will review relevant community or similar identities within the greater New Port Richey region. We will look to the client to inform Arnett Muldrow of any other regional brand identities that may have the potential conflicts or similarities to the New Port Richey brand during the creative process.