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## Scope of Services for Brand Development & Marketing Strategy for Main Street Morgantown AND City of Morgantown

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This scope represents a collaborative process working with both Main Street Morgantown and the City of Morgantown to create individualized distinct identities, but that can be implemented as a system. This allows us to have an economy of scale by immersing ourselves more completely within the community, including reducing visits and travel costs. More importantly, it allows us to be strategic in our recommendations on both market position, as well as specific marketing tasks and recommendations.

Our process is a community-driven creative effort that results in a unified brand identity and market position for the *place* that allows Main Street Morgantown, the City, partner organizations, and events to be part of a comprehensive brand. The proposal details our firm's credentials, as well as our approach to the project. We feel our experience and expertise make us the best fit for the job.

### Firm Description and General Information

**Arnett Muldrow & Associates** is a city planning and marketing firm based in Greenville, South Carolina. We specialize in community branding, downtown revitalization, economic development, and historic preservation. As city planners as well as marketing professionals, we understand the challenges an organization faces when projecting a brand identity, and we base our recommendations on a foundation of sound planning principles and market opportunities.

With our focus on Main Street and its Four Points, marketing and promotion has always been a part of our planning processes. We have now worked in over 300 communities in 27 states, most of which have had a community-branding component.

For this project, **Aaron Arnett, AICP** will be the primary point of contact and will serve as project manager. The rest of the team will be composed of **Ben Muldrow** and **Hannah Nichols**. Aaron is a founding partner in the firm with a background in city planning, architecture, and historic preservation. He has managed numerous branding and planning projects throughout West Virginia. To date, we have worked for 11 West Virginia Main Street and 5 ON TRAC communities. Ben is also a partner in the firm and has a background in advertising and marketing, and provides all of our creative services. He is known nationwide as a pioneer in community branding. Hannah, a graphic designer, will provide her creative expertise and graphic support.

Arnett Muldrow's experience generally includes working for local governments, Main Street organizations, or economic development agencies. Each community has unique challenges and our recommendations are tailored to their specific needs. Our community identity projects seek to draw from the culture, history and values of the each place. This includes marketing strategies to expand each community's customer base, attract new visitors, and recruit new business based on demand.

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## SCOPE OF SERVICES

Our approach to the combined project is shown below. The main variation between this and the more focused scope presented for Main Street Morgantown is that we will have an expanded community input and production time. Also, the project would be accomplished in two visits, as opposed to one.

### **Task 1: Information Gathering and Background Review**

Arnett Muldrow will review all existing marketing efforts for Morgantown including city histories, all promotional publications that involve the community and its attractions, communitywide marketing including other community efforts, event information including annual festivals, economic development and tourism publications, website information, commercials (if applicable), and any other related information. This will include materials created by Main Street Morgantown, the City of Morgantown, and their partners. We will thoroughly review this information prior to the resource visit.

### **Task 2: Pre-Visit Coordination**

We will coordinate with Main Street Morgantown and City of Morgantown to prepare for the initial visit to the community, including reviewing logistics for the project kickoff, initial Steering Committee Meeting, and public engagement.

### **Task 3: Project Kickoff**

#### **Trip One**

The Arnett Muldrow team will conduct a two-day work session in Morgantown that will involve input regarding both the current marketing for the community as well as research into what makes the “brand.” The kickoff trip will involve the following:

1. A preliminary meeting will be held with members of the staff to review the project scope, schedule and deliverables.
2. We recommend that the client engage a Steering Committee of key staff and citizen stakeholders. This steering committee will provide guidance to the Arnett Muldrow team and periodically evaluate the progress of the marketing plan. We feel that it is important that this committee be no more than ten people with representation from the people who currently market the community.

For this effort, it will be important for this committee to include both representatives from the Main Street Morgantown board, as well from the City of Morgantown. This could include city staff, Council representatives, Morgantown Main Street, Morgantown Area Chamber of Commerce, Greater Morgantown CVB, etc.

3. Our team will conduct leadership interviews and focus groups (which may occur over the duration of the project) to assess community leaders’ perspectives on the how Morgantown is currently marketed and perceived. We try to talk with key property owners, business and building owners, and leaders of community groups. We will work closely with the Steering Committee to identify the people to be interviewed but will rely on the Client to set the appointment times with the interviewees. We have found that one-on-one meetings allow for candid and frank discussions of issues (while also potentially engaging naysayers in a positive way).

### **Task 4: Reconnaissance & Photo Shoot**

Also during this initial trip, we will conduct a detailed professional photo shoot of Morgantown, its downtown, and the surrounding area. 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 professional-quality photos can be used in creating brochures, advertisements and reference materials that prove to be long-term assets.

### **Task 5: Branding Resource Visit**

### **Trip Two**

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 300 communities, districts, and regions that have gone on to implement their brands in creative ways. The resource visit for Morgantown will involve a four-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 the community. These often include:

- Steering Committee
- City Officials and Staff
- Morgantown Main Street Board
- Morgantown Main Street Committees
- Downtown Merchants
- Representatives from City Departments
- Local key attractions and destinations
- Event Planners
- Community residents
- Tourism and other community representatives
- WVU students
- WVU faculty representatives

The input sessions will be facilitated group sessions that will concentrate on the community's brand image. During these days, the team will also tour Morgantown to get a better understanding of its characteristics and needs. We will conduct up to ten selected community and business focus groups to garner input and share progress on the effort. We will work closely with the Client to determine which individuals and groups to meet with.

#### **Day Two: Second Photo Shoot**

On the second day, the team will conduct a follow up photo shoot of the community. This second shoot will focus more on the Morgantown's specific assets and destinations, businesses, and people. Communities frequently find that this is a high-quality value added service.

#### **Days Three and Four: Brand Concept Development:**

Throughout the process and leading up to the end of the last day, we will develop market positions and working brand concepts for Morgantown and Main Street Morgantown.

Community branding is not just the creation of a simple logo. Rather, it is a 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 community, 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 Four: Concept Presentation**

All of the project team's recommendations will be rolled out in a thorough presentation to the steering committee at the end of the resource team visit. We believe that this is an important element in the branding process because while we will develop the brand... it belongs to the Client and its partners. The presentation will provide project 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 graphic marketing recommendations. While tailored to the needs of the individual community, these deliverables often include:

- Extension brand style to other logos for partner agencies, events, etc.
- Organizational tools such as letterhead, business cards, PowerPoint templates, and stationery.
- Graphic recommendations for collateral such as banners, brochure templates, event posters, and incorporation of the brand into the client's various websites.
- Graphic recommendations for wayfinding signage that often includes vehicular and pedestrian trailblazers, directional signage, gateways, etc., that 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 design schemes for the brand system and individualized identities for both Main Street Morgantown and the City of Morgantown. Ultimately, we will incorporate all input into a final recommended brand concept and system.

#### **Task 6: Implementation Strategy**

The marketing and branding recommendations will be presented in an implementation matrix that we call a "Strategy Board" that phased marketing and promotional strategies, objectives, and key messaging for each target. The "Strategy Board" condenses the entire marketing plan to one easy-to-use sheet that will prioritize the tools and tactics to implement the marketing message. We will provide both an initial one-year action agenda and ongoing action items to implement the marketing effort. This also includes a Style Guide that presents the proper usage and management of the Morgantown Community Brand.

#### **Task 7: Brand Input & Revisions**

Our process affords us the opportunity to provide a high quality brand concept as part of a comprehensive system. Based on feedback at the presentation on day four of the resource visit, Arnett Muldrow will make refinements to this brand concept for Morgantown. We will work closely with Main Street Morgantown and the City on which changes should be pursued. We will post the presentation online, and allow a two-week comment period from which to acquire any final input.

We can also coordinate with steering committee the planning of a brand launch event that involves the entire community. These events may take many formats, which will be determined with the steering committee.

#### **Task 8: Logo Resources and Follow Up**

We will prepare a digital media package that will include all graphics produced in the work session for Morgantown 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, strategic implementation techniques, and final branding results.

### **Project Deliverables:**

1. Marketing concepts and messaging for both Main Street Morgantown and the City of Morgantown. This includes individualized deliverables for both entities including:
2. Logo and tagline designs for Morgantown and community partners as desired by the Client.
3. Logo designs for events, organizations, and other amenities as desired by the Client.
4. Custom banner designs applicable to all community stakeholders.
5. Coordinated 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 by the Client. (We like to keep this open ended so that any custom products you need can be developed. We have done designs for virtually everything from t-shirts and mugs to sculptural pieces during the workshop.)
10. All related photography in digital format.
11. Resource disk 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 to the Client.
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.

## **PROJECT BUDGET**

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Tasks one through eight of the project can be completed for a fee of \$17,955.

The Project is presented as a collaborative effort between the City of Morgantown and Main Street Morgantown. **The City's portion of the fee would be \$8,977 as well as half of the expenses.**

Expenses would be billed as incurred based on lodging, meals, and transportation for two visits as identified in the scope. If necessary, expenses can be estimated and added to the fee in the form of a not-to-exceed contract. This price does not include advertising costs for ad placement.

We feel that our approach and deliverables are comprehensive. Ultimately, a final scope could be negotiated, and we would be happy to amend our process and fees should that be necessary. Any services required outside of the scope can be completed for an hourly rate to be negotiated in writing.

## **RESPONSIBILITIES OF CLIENT**

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The Arnett Muldrow Team will rely on the client to:

- Coordinate stakeholder meetings, including the promotion of public meetings
- Gather and provide all background information
- Provide locations for meetings and for work on site
- Provide information to the Project Team in a timely manner

Arnett Muldrow is proud to have been part of community development, marketing, and branding programs for communities and regions across the United States. We are passionate about what we do and share that passion with the communities in which we work. We encourage you to visit [www.downtownbranding.com](http://www.downtownbranding.com) to further explore our references and case studies. We feel that our approach and deliverables are comprehensive.