



**Economic Development Authority of the City of Richmond  
Meeting Notice –August 25, 2022**

**WHAT:** The City of Richmond’s Economic Development Authority will hold its **August Marketing Committee Meeting.**

**WHEN:** Thursday, August 25, 2022 at 11:00 A.M.

**WHERE:** Main Street Station, 1500 East Main Street, 5<sup>th</sup> Floor Conference Room

For more information about The City of Richmond’s Economic Development Authority (EDA),  
Visit: <http://www.rvaeda.org/>

**ECONOMIC DEVELOPMENT AUTHORITY OF THE CITY  
OF RICHMOND**

Marketing Committee Agenda

August 25 2022, 11:00 AM

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- I. Call to Order
- II. Public Meeting Disclosure
- III. Public Comment (5 minutes)
- IV. Business Attraction, Retention, & Expansion Report
- V. New Business
  - a. Website Development Statement of Work and Discussion
- VI. Old Business
- VII. Other- Presentations
- VIII. Adjournment



## Statement of Work

v. 08-15-2022

### City of Richmond Economic Development Authority

#### **New Website**, including New Photography and Web Content

#### **New Marketing Collateral**: PPT Deck, and Camera-Ready Ads

Client Name: City of Richmond Department of Economic Development (DED)

Project Name: Richmond EDA - New Website, Photography, Content

Timeframe: August - December 2022

#### WCG Team

- Susan Mitchell, Sr Acct Director; [smitchell@westcarygroup.com](mailto:smitchell@westcarygroup.com); 804-314-4330
- Kelley Losier, Sr Account Manager; [Kelley.losier@westcarygroup.com](mailto:Kelley.losier@westcarygroup.com)
- WCG Creative Team (Andrew Bailey, Zach Ulmer, Copywriter, Designer, Proof)
- WCG UX Research Team (Mike Benjamin, Andre Udegbe)
- WCG Video Team (Andrew Bailey, Brian Harrell)
- WCG Engineer (TBD)

#### WCG Leadership Team

- Moses Foster, CEO; [mfoster@westcarygroup.com](mailto:mfoster@westcarygroup.com)
- Dan Baker, Chief Analytic/IT Officer, [dbaker@westcarygroup.com](mailto:dbaker@westcarygroup.com)

## Background

As a result of RFP 21-03 issued as a cooperative procurement by PlanRVA, a Virginia public body, the West Cary Group ("WCG") and PlanRVA entered into that certain contract dated April 12, 2021 (the "WCG/PlanRVA Contract"), which contemplated a variety of services related to "Public Outreach and Engagement Services" as set forth on page five of the RFP (which services include "Brand Identity Development and Implementation"). As permitted by the cooperative procurement provisions authorized by Virginia Code §2.2-4304 and City Code §21-40, and the WCG/PlanRVA Contract, the City of Richmond, Virginia (the "City") is interested in purchasing certain related services from WCG.

The services sought by the City are described in the "Task Order" in the below Statement of Needs. Below you will find a description of (i) the approach/deliverables/work product your firm proposes to offer in order to address the City's needs, (ii) a timeline for completion of such deliverables, and (iii) the cost of such services, which must be based upon the contracted rates set forth in the PlanRVA/WCG Contract.

## Client Objectives

- Develop all-new marketing materials for Richmond's Economic Development Authority, an extension of the Richmond Dept of Economic Development.
- Showcase the City as a great place to relocate or expand.
- Ensure that the content is engaging, informative, up to date, and transparent.
- Reflect the new branding for the City of Richmond (Richmond Real).

## Audiences

- Site selectors
- Developers
- Tenant representatives
- Attorneys
- Independent consultants
- Richmond's business community

## Approach

West Cary Group will move swiftly to get the first phase of this **new website** into the marketplace by mid- to late Fall. Its launch will be complemented by **Powerpoint** and **Camera-Ready Ads** that will communicate the same value proposition and brand look and feel.

- **Research Sessions:** 1:1 interviews will be conducted with stakeholders that have been provided in the list below. Their input will go a long way in informing how the website should be designed.
  - Client has submitted the names of 23 potential interviewees and has requested that WCG conduct at least 20.
  - Cost per interview set-up is ten hours (half hour per interviewee to inquire and schedule interviews x 20 interviews).
  - Cost per interviewee session is 2.5 hours. (1 hour research session + 1.5 hours of logistics and analysis, post-research activities).
- **Website:** We will begin with Phase 1, accomplishing as much as we can cover in the first iteration. Once the site is up and running, we will introduce a new SOW to cover the cost of any additional site enhancements.
  - Site functionality assumes integration of / linked access to industry data and tools (i.e. real estate database; integrated GIS maps; integrated labor market tools, etc.) with the understanding that there is an additional cost for subscription based services. The one caveat is that, if there is unforeseen request that exceeds budget, this will be discussed prior to work. It is difficult to assess all costs at the outset until we get into the deep dive of building the site.
- **Powerpoint Deck Template and Camera-Ready Ads:** These will be designed simultaneously for a total rollout of new Richmond marketing materials.

- **New Photography** will be produced for the website, PPT and ads. The goal is to capture the City's great potential as a business destination. New video footage is not included in this estimate; it's understood this will be handled by the City team or quoted separately. However, this budget does allow for licensing/buyout of existing footage, e.g., drone footage of skylines, etc.
- To keep everything moving, West Cary Group proposes that the research sessions, photo shoot, and website development all take place concurrently beginning in late August/September.

## Tight Deadlines

Our goal is to produce all materials for a mid- to late-Fall launch. This will be possible if the timeline is adhered to throughout the process. The Account Team (Susan Mitchell, Kelley Losier) will hold twice-weekly client calls to keep us all on task.

Many people will working simultaneously on both the agency and client side. If specific benchmarks are not met, please understand that due dates will be pushed out by the number of days missed.

### PHASE 1

### TIMING

1a: Research Sessions	Once SOW is signed + four to five weeks (one wk of planning; then 5-7 sessions/wk for three wks)
1b: Website Build	Once SOW is signed + ten to twelve weeks
1c: Content Capture	Once SOW is signed + four weeks
1d: PPT and Ads	End of photo shoot + four weeks

### PHASE 2

Site Performance, Analytics, Maintenance	Website launch to end of FY23 (June 30, 2023)
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## Timeline and Cost

Phase	Activities	Timeline	Cost (Estimate)
<p><b>Phase 1a: Research Sessions</b></p>	<p>1:1 Research Sessions:</p> <ol style="list-style-type: none"> <li>20 individual interviews with min. two interviewers/session</li> <li>45-60 mins. of answering questions virtually</li> <li>\$100 honorarium</li> </ol> <p><b>ACCOUNT TEAM</b> Kim Scheeler Kelley Losier</p> <p><b>ENGINEERING AND CREATIVE</b> Mike Benjamin Andrew Bailey</p> <p><b>OPTIONAL</b> DED Team Member on Interview Calls</p>	<p><b>SOW approval + four to five weeks</b></p>	<p><b>\$12,500</b></p> <p>Interview set-up: 0.5 hrs x 20 interviewees = \$1,750 + 1 hr research session + 1.5 hrs logistics and analysis, post-research per interviewee: 2.5 hrs x 20 interviewees = \$8,750 + Honorariums to 20 interviewees x 100 = \$2,000 <b>ODC*</b></p> <p><i>*If more interviews are desired, the cost is \$337.50 per event + honorarium. If fewer interviews are conducted, fee will be reduced accordingly.</i></p>
<p><b>Phase 1b: Website Build</b></p>	<p>West Cary Group will design, build and launch a mobile-optimized website that can be added to in the future. This will include user experience research, visual design, content development, copywriting, and engineering.</p> <p>Deliverables will include of site map, wireframes, page layouts, copy documentation and test site.</p> <p>WCG will support any of the necessary work to get the site live from a domain name, integration, testing, etc. WCG will work with DED to be transparent about what costs we might incur once we get into the process.</p> <p><b>TEAMS</b> Account Team</p>	<p>A schedule with exact dates will be sent once the SOW is signed. The entire project is 10-12 weeks. Timing below gives some indication of workflow:</p> <p><b>Duration of Project:</b> Account team orchestrates the creative, digital, and engineering; organizes meetings; coordinates materials and work flow: 120 hours (SM, KL) --- <b>SOW approval + two weeks</b> <i>(overlap with research sessions)</i> Secondary research,</p>	<p><b>\$94,500</b></p> <p>120 hours @ \$175 Account Coordination and Asset Management</p> <p>420 hours @ \$175 Dedicated Product Team</p>

	<p><b>Creative Developers/Design:</b>  Mike Benjamin  Andrew Bailey  Zach Ulmer  Andre Udegbe</p> <p><b>Software Engineers:</b>  Ryan Coey  Chris Mosca  Reginald Baugh</p> <p><b>Copywriting/Proofing:</b>  Emily Peters  Norrie Blatt</p> <p><b>Analytics:</b>  Dan Baker  Kurt Thomson</p>	<p>high-level information architecture with placeholder elements:  40 hours  (MB, AB)  ---</p> <p><b>SOW approval + six weeks</b>  <i>(some overlap toward end of research sessions)</i>  Site Copy: Incorporate research, draft copy, content development, integration exploration:  80 hours  (MB, AB)  ---</p> <p><b>+ three weeks</b>  <i>(some overlap with Site Copy)</i>  Creative Design and Development:  60 hours  (MB,AB)  ---</p> <p><b>+ three weeks</b>  <i>(some overlap with Site Copy and Creative Design/Dev)</i>  Website development:  120 hours  (RC,CM,RB)  ---</p> <p><b>+ two weeks</b>  Finalize the design, refine, test:  40 hours  (Eng+Creative+AM)  ---</p> <p><b>+ one week</b>  <i>(some overlap with Finalize/Refine/Test phase)</i>  Quality Review; Analytics set up and tracking:  Dashboard, heatmapping through first three months:  40 hours  (DB,KT)  ---</p> <p><b>LAUNCH 10-12 weeks after SOW is signed:</b>  Website Phase 1 with prioritized elements:  40 hours</p>	
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<p><b>Phase 1c: Visual Content Capture</b></p>	<p>WCG to direct and manage the production of visual assets for use on website and other collateral. This may include a combination of new photography and licensing of existing footage and photography.</p> <p>WCG will contract photographer and production support, source images, and incorporate City business community imagery to give the site and collateral dazzle.</p> <p><b>TEAM</b> Account Team Andrew Bailey Zach Ulmer</p>	<p><b>SOW approval + four weeks</b></p> <p>Build Shot List; Get photographer quotes</p> <p>Photo Shoot</p> <p>Image sourcing outside shoot, which may include drone footage</p>	<p><b>\$19,250 est.</b></p> <p>WCG fees: 50 hours @\$175 = \$8,750</p> <p>Contracted one-day business venue(s) photo shoot: \$8,000 est. <b>ODC</b></p> <p>Talent fees \$1,000 est. <b>ODC</b></p> <p>Add'l photo/footage licensing/buyout: \$1,500 est. <b>ODC</b></p>
<p><b>Phase 1d: PPT and Camera- Ready Ads</b></p>	<p>New marketing materials templated for different sizes and audiences. PPT will include Title Slide, Sectional Slides, Copy Slides, Graph/Chart Slides, Closing Slides; Camera-ready ads will be designed to meet suggested publications and audiences</p>	<p>Work begins Sept. 23; Final deliverables</p> <p><b>Oct. 17</b></p>	<p><b>\$6,650</b></p> <p>38 hours @\$175</p> <p>Ads will likely feature three different headers, and each storyline will be sized for up to four publications for a total of 12 ads</p>
<p><b>Phase 2: Website Performance, Analytics, Maintenance</b></p> <p>Through City FY23</p>	<p>Cost to maintain the website to be secure, up to date, and functional.</p> <ul style="list-style-type: none"> <li>Always-on Dashboard with traffic volume and sources, page views, time on page, etc.</li> <li>Heat mapping for first three months; option to renew</li> <li>Modest enhancements to site within scope</li> </ul> <p><b>TEAM</b> UX Analytics Engineering Team</p>	<p><b>From Project start through Jan. 2023</b> included in Site Build</p> <p>Then, Monthly Plan:</p> <p><b>Feb. - June 2023</b> (end of FY23)</p> <p>\$1,299 monthly x 5 months</p>	<p><b>\$6,495</b></p>
		<p><b>TOTAL</b></p>	<p><b>\$139,395</b></p>



## Pricing Model (PlanRVA)

Pricing and terms are outlined in the PlanRVA contract "RFP #21-03."

	RATE
EXECUTIVE ROLES	\$225
Senior Leadership/DEI Oversight Executive Creative Director Chief Analytics UX Engineer	
SENIOR ROLES	\$175
Project Manager/Senior Account Director Creative Director Copywriter/Editor Art Director Graphic Designer Motion Graphics Media Planner Media Buyer Data Scientist Engineer/Site Developer	
ASSOCIATE ROLES	\$150
Associate Account Manager Operations Moderators Print Production Proofreader	

This pricing is based on the pricing model outlined in PlanRVA.

## APPENDIX

Provided by City DED: Requested research sessions with at least 20 of these stakeholders:

Name	Company	Category	Email
Nupa Agarwal	Richmond EDA	Board Member	<a href="mailto:nupa.agarwal@gmail.com">nupa.agarwal@gmail.com</a>
Petula Burks	City of Richmond	City Employee	<a href="mailto:petula.burks@rva.gov">petula.burks@rva.gov</a>
Tara Nicholson	Deloitte Consulting LLP	Consultant	<a href="mailto:tnicholson@deloitte.com">tnicholson@deloitte.com</a>
Todd Waldo	Hugh Helen, LLC	Consultant	<a href="mailto:todd@hughhelenllc.com">todd@hughhelenllc.com</a>
David Wilkins	Colliers	CRE	<a href="mailto:david.wilkins@colliers.com">david.wilkins@colliers.com</a>
Kim Moore	Newmark	CRE	<a href="mailto:Kim.Moore@nmrk.com">Kim.Moore@nmrk.com</a>
Brian Berkey	Thalhimer	CRE	<a href="mailto:Brian.berkey@thalhimer.com">Brian.berkey@thalhimer.com</a>
Gareth Jones	JLL	CRE	<a href="mailto:GarethO.Jones@am.jll.com">GarethO.Jones@am.jll.com</a>
Ashley Peace	Sauer	Developer	<a href="mailto:apeace@sauerpropertiesinc.com">apeace@sauerpropertiesinc.com</a>
Jane DuFrane	Highwoods	Developer	<a href="mailto:Jane.DuFrane@highwoods.com">Jane.DuFrane@highwoods.com</a>
Chandra Brigmann	Activation Capital	Ed Partner-Local	<a href="mailto:chandra@activation.capital">chandra@activation.capital</a>
Brian Anderson	ChamberRVA	Ed Partner-Local	<a href="mailto:brian.anderson@chamberrva.com">brian.anderson@chamberrva.com</a>
Rasheeda	Jackson Ward Collective	Ed Partner-Local	<a href="mailto:Rasheeda@thejwcfoundation.org">Rasheeda@thejwcfoundation.org</a>
Floyd Miller	The Metropolitan Business League	Ed Partner-Local	<a href="mailto:fmiller@thembl.org">fmiller@thembl.org</a>
Lisa Simms	Venture Richmond	ED Partner-Local	<a href="mailto:lsims@venturerichmond.com">lsims@venturerichmond.com</a>
Jennifer Wakefield	Greater Richmond Partnership	ED Partner-Regional	<a href="mailto:jwakefield@grpva.com">jwakefield@grpva.com</a>
Lori Melocon	Virginia Economic Development Partnership	ED Partner-State	<a href="mailto:LMelancon@vedp.org">LMelancon@vedp.org</a>
Lee Downey	Hunton Andrews Kurth	Law Firm	<a href="mailto:ldowney@HuntonAK.com">ldowney@HuntonAK.com</a>
Chad Sweeney	Ginovus	Site Selection	<a href="mailto:chad@ginovus.com">chad@ginovus.com</a>
Sarah White	Global Location Strategies	Site Selection	<a href="mailto:sarahwhite@glscsults.com">sarahwhite@glscsults.com</a>
Gary Yates	Hickey & Associates	Site Selection	<a href="mailto:gyates@hickeyandassociates.com">gyates@hickeyandassociates.com</a>
Vida Williams	Virginia ABC		<a href="mailto:vidachristy@gmail.com">vidachristy@gmail.com</a>

# AGREEMENT

**CITY OF RICHMOND**

**WEST CARY GROUP**

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Full name

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Full name

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Title

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Title

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Signature

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Signature

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Date

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Date

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