

# **REQUEST FOR PROPOSAL**

FOR THE DEVELOPMENT OF:

**Strategic Economic  
Development Plan for  
Washington County and the  
City of Hagerstown, Maryland**

By:

Hagerstown-Washington County Industrial  
Foundation, Inc. (CHIEF)

1131 Conrad Court

Hagerstown, MD 21740

(301) 791-4932

**REQUEST FOR PROPOSAL FOR THE DEVELOPMENT OF:**

**Strategic Economic Development Plan for Washington County and the City of Hagerstown, Maryland**

The Hagerstown-Washington County Industrial Foundation, Inc. (CHIEF) seeks proposals from qualified firms with extensive and demonstrable experience in developing economic development strategic plans. All submittals shall be forwarded to CHIEF at the following address and as specified below and received no later than the submittal due date, at which time all submittals will be opened and considered as indicated. All submittals received after the closing date and time will be returned unopened. **CHIEF reserves the right to reject any and all submittals.**

**SUBMIT TO:** Hagerstown-Washington County  
Industrial Foundation, Inc. (CHIEF)  
1131 Conrad Court  
Hagerstown, MD 21740  
(301) 791-4932

**SUBMITTAL DUE  
DATE:** 1:00 pm, April 2, 2012

**FORM  
OF SUBMITTAL:** Submittal will be divided into two (2) parts:

**(A) Narrative & Technical Approach**

*This section will be delivered separately as one original and twelve (12) hard copies along with one disc containing the material in .PDF electronic format. See Page #6 for the information to be included. Submissions that do not completely address all requirements specified herein may be considered non-responsive and eliminated from the process.*

**(B) Business Cost Proposal**

*This section will be delivered separately as one original in a sealed envelope clearly marked as follows:*

**Business Cost Proposal  
Strategic Plan  
Hagerstown-Washington County  
Economic Development Commission  
By (Respondent Firm's Name)**

**CONTACT OFFICER:** CHIEF has designated the following officer as the primary contact for questions and/or clarifications. He is available Monday through Friday, 7:30 am to 4:30pm, excluding holidays.

**Timothy R. Troxell, CEcD**  
**Executive Director**  
**Hagerstown-Washington County**  
**Economic Development Commission**  
**100 W. Washington Street**  
**Hagerstown, MD 21740**  
**Office: 240.313.2280**  
**ttroxell@hagerstowndc.org**

**LETTER OF  
INTEREST:**

Firms interested in responding to this RFP should submit a “Letter of Interest” to the CONTACT OFFICER by **February 1, 2012** to ensure they are a registered bidder. Any changes to the RFP or the RFP process will be communicated to the registered bidders.

**QUESTION  
& ANSWER  
PERIOD:**

All questions must be submitted to the CONTACT OFFICER in writing by **February 15, 2012**. All questions will be formally answered by **March 1, 2012** and provided to all registered bidders.

**EVALUATION  
& SELECTION  
PROCESS:**

Step #1 -- CHIEF and/or its designees, including the Hagerstown-Washington County Economic Development Strategic Planning Taskforce, will evaluate only the **Narrative & Technical Approach** parts of the submittals. Up to three of these will be selected as potential consultants. CHIEF and/or its designees retain the exclusive right to select consultants based on their judgment of the best qualifying factors. The following factors that will be considered include, but are not limited to:

- Evidence of Unique Skills or Relevant Experience
- Experience in Facilitation/Outreach, Trends Analysis, etc.
- Approach and Degree of Success in Past Performances Documented by References
- Specificity in Approach and Past Performance with a Focus on Actionable Efforts
- References Subject to Appropriate Evaluation

Step #2 – CHIEF and/or its designees will open the Business Cost Proposals of those selected in Step #1 and evaluate the Consultant Cost Proposals.

Step #3 – CHIEF and/or its designees will select a consultant based on the findings of Step #1 and #2.

*The process is expected to take a minimum of sixty (60) days from the Submittal Due Date.*

**SUBMITTAL  
CONTENT (A):**

**NARRATIVE & TECHNICAL APPROACH**

The Consultant responding to this RFP must provide the information on the firm’s qualifications and experience, qualifications of the project team, project manager’s experience, previous similar projects and references, and references along with approach to services.

**Executive Summary**

Attach to each hard copy of the **Narrative & Technical Approach** and include on the aforementioned .PDF, a letter of interest that explains your firm’s interest in working on this project. Include an “Executive Summary” which explains your firm’s qualifications and experience as they pertain to the Scope of Work/Deliverables. Also, include the names and titles of the persons who will be authorized to make representations for the firm.

**Firm Overview**

Provide the following information related to your firm. If the use of sub-consultants is proposed, similar information should be provided for each sub-consultant.

- Brief history of the firm, including the year it was established.
- Names and curriculum vitae of the firm’s principal(s). Indicate the amount of involvement the principal(s) will have if firm is the successful respondent.
- Names and qualifications of individuals who will be responsible for the work described herein. Include an organizational chart.
- Ongoing contracts/projects with current status and projected completion dates.
- Most recent annual report.

*Provide the following information regarding the firm's relevant experience:*

- Firms past performance and experience.
- Detailed description of assignments undertaken within the past three years that are similar in scope to those requested herein. Please specify whether each project is ongoing or completed. The description should identify for each project:
  - The Client (Include Contact Information)
  - Description of Work
  - Duration of Project
  - Contact Person and Phone Number for Reference
  - Results/Deliverables of the Project

### **References**

Provide the name, address, telephone and email address of references not included immediately above that would be capable of explaining and/or confirming your firm's capacity to successfully complete the scope of work outlined herein. References should be from the last five years.

### **Technical Approach**

Provide a narrative statement demonstrating an understanding of the overall intent of this RFP, as well as the methods and approach to be used to complete each task. Identify any issues or concerns of significance that may be appropriate. Please include a timeline for work to be completed, with the understanding that the final plan completion must occur no later than **November 30, 2012** with presentation to CHIEF to occur prior to **December 28, 2012**.

### **Samples**

Provide relevant work samples of firm's previously completed strategic plans.

**SUBMITTAL  
CONTENT (B): BUSINESS COST PROPOSAL**

**Fee for Services**

Provide a fee for services and a copy of the firm's current billing rate schedule.

**Project Budget/Compensation/Schedule**

The work will be performed on a fixed, not to exceed price basis for a defined number of Consultant site visits, with provisions for change orders, costs for additional site visits and time extensions.

The details of deliverables, project timetable and specific payment schedule will be determined during final contract negotiations and will be based upon the Consultant proposal and the completion of identified tasks, including staff review and Consultant revisions.

# Strategic Economic Development Plan for Washington County and the City of Hagerstown, Maryland

The Hagerstown-Washington County Economic Development Commission (EDC) will be the agency responsible for contract administration and day by day liaison with the Consultant. The EDC will facilitate the gathering of information and coordinate the activities of other stakeholders.

## A. INTRODUCTION

### a. Background Washington County

Washington County, Maryland has been and continues to be a major industrial and transportation hub in the mid-Atlantic region. Interstates 81, 70 and 68, coupled with excellent rail service, air service, and fiber lines, provide easy market access and distribution. In the 1960's and 70's two major employers accounted for a majority of the industrial jobs; Fairchild Aircraft and the engine and transmission plant of Mack Truck. In the 1980's the County started to take action to diversify the economy. In 1985 Citi located one of its larger credit card operations in the County. In 1992, another credit card operations center was opened here, and the two firms now each employ over 2,000 people making them two of the largest private, for profit firms. At about the same time, the Hagerstown-Washington County Industrial Foundation (CHIEF), the community's non-profit industrial foundation, started purchasing large tracts of land, mostly farms, to start the process of developing large industrial sites. In cooperation with County government, over time these properties have become home to several large distribution centers and other industrial concerns. All of the industrial parks are within the City of Hagerstown or just outside in the Hagerstown Urban Growth Area (UGA). Volvo purchased Mack Trucks and in 2005 made a major investment in the Hagerstown manufacturing facility as well as making it its North American Research and Development Center. The operation employs approximately 1400 workers, making it the County's third largest private, for-profit employer.

Agriculture in Washington County has seen substantial changes over the last 50 years. Technology, development, production enhancements, rising costs, regulations and growth are all factors that have changed its fabric and composition. Agriculture continues to be a major part of the economy of Washington County with about 114,065 acres of land divided among 844 farms. The County is in the heart of the fruit industry for apples and peaches and dairying is the principle livestock enterprise. Several wineries have recently opened are in development. The growth of agricultural enterprises remains important in the community.

Tourism and retail are significant and important sectors of the economy. The County is home to five national parks, eight state parks, more than 30 county and city parks, a minor league baseball team, a world-class symphony orchestra, and 38 museums and historic sites which have permanent collections. Attractions that generate significant visitation include Maryland's only commercial caverns, several Civil War battlefields, a French and Indian War stone fort, road and mountain bike trails, kayaking, canoeing, and fishing. Heritage travelers make up for a large share of the overnight visitors, exploring Antietam National Battlefield, which remains Western Maryland's largest and most visited historical attraction (more than 900,000 total visitors last year). Meanwhile, the C&O Canal National Historical Park is Maryland's largest and most-visited national park (with 4.1-million visitors park-wide, along its 184.5-mile stretch, and about 600,000 visitors to Washington County). The Appalachian Trail also runs along Washington County's eastern edge. There are also great music festivals, annual historical events, and also the largest night-time Halloween parade east of the Rockies (the annual Alsatia Mummies Parade). The County has nearly 2,600 hotel rooms, including cabins at campgrounds and B&B's and in 2009 about 2 million overnight visitors spent approximately \$278 million. The tourism industry employs more than 6,000 people; nearly ten percent of the county's working population. Washington County is ranked first in the State of Maryland in the "Retail Opportunity Index," with 16 shopping centers and nearly 3.55 million square feet of leasable shopping center space. Hagerstown-Washington County is in the Top 20 of all U.S. communities for square feet of retail space per resident. Washington County has 26.13 square feet of shopping-center space per person (using 136,000 as the estimate population), according to the National Research Bureau. The county ranks 17th among more than 300 regions in a study released by the Chicago-based company, which provides retail real-estate data to the shopping-center industry. Total shopping visits amounts to more than 20-million, just for the top three shopping centers in Washington County. A healthy tourism and retail industry are important for Washington County. Washington County's leisure and hospitality sector has seen positive growth.

The Hagerstown area has always been a hub for the local 4-state area in many ways. It is a retail hub, a medical hub, an entertainment hub and an employment hub. The workforce draw area includes a population of almost 800,000 and a labor force of 400,000. Washington County is part of the Hagerstown, MD-Martinsburg, WV MSA and lies just northwest of the Washington-Baltimore-Northern Virginia, DC-MD-VA-WV Combined Statistical Area. In 2010, the population of the County was 147,430, with 39,662 living within the City of Hagerstown. The County also has eight incorporated towns. In 2009, the average median household income was \$53,600, 4% higher than the U.S. and 23% lower than the State of Maryland. The unemployment rate as of July, 2011 was 9.7%, compared to the State rate of 7.2% and the national rate of 9.1%.

Education and workforce development continues to gain focus in the County. The public school system has made tremendous improvements and today is ranked as one of the top school systems in Maryland and the head of the system was selected as the National Superintendent of the Year in 2010. Hagerstown Community College (HCC) is the fastest growing community college in Maryland with more than 3,700 credit students and over 9,000 non-credit students enrolled. HCC has started programs in Biotechnology, Cyber-Security and Alternative Energy as it takes the lead in training the “workforce of the future”. The University System of Maryland has a satellite campus in downtown Hagerstown. From there, five respected Maryland institutions offer over 20 Bachelor and Master Degree programs. Kaplan University’s Hagerstown Campus offers 66 career-focused programs at the certificate, associate, bachelor’s and master’s level through a combination of traditional on-ground, blended, and online instruction. Barr Construction Institute, the educational arm of the Associated Builders & Contractors, offers craft, maintenance, and apprenticeship training in the carpentry, electrical, HVAC, and plumbing fields. In 2010, due to the increased workforce needs of aviation companies, the Pittsburgh Institute of Aeronautics opened an FAA-approved Aviation Maintenance Technician program at Hagerstown Regional Airport. In spite of all of this, many local companies still report a shortage of properly skilled workers to fill open positions.

Recently, a major capital investment at the Hagerstown Regional Airport (HGR) was completed -- extending the runway from 5,500 feet to 7,000 feet. This gives HGR the 2<sup>nd</sup> longest runway for a public airport in Maryland. HGR is Part-139 certified and offers commuter air service to BWI. The facility has also offered commercial air service to Myrtle Beach, SC and Orlando, FL in the recent past. Renewing this type

of service is a priority at HGR. The Airport is also an industrial and commercial center serving aviation and defense industries. Vacant land and building space both on and around the airport is available for additional growth.

Located at HCC is the Technical Innovation Center, the county's small business incubator. The facility was recently expanded to include Biotech wet-lab space. Small business and entrepreneurial support and development is also provided by several private and public organizations throughout the county including the Small Business Development Center and SCORE. There appears to be a lack of centralized direction or oversight for entrepreneurship and small business development.

The County has three State designated Enterprise Zones and 1,866 acres in Foreign Trade Zone #255. However, the established business and industrial parks have only a limited amount of land remaining for development. A large percentage of this land is owned by private developers. CHIEF recently purchased 173-acres between HCC and the Meritus Medical Campus with the long-term objective of developing it into a technology business park.

The County offers a great lifestyle with rural, suburban or small city living choices. The median housing price in 2010 was \$149,900 compared to \$245,726 for the State of Maryland. The cost of living is 12.62% lower than the national average and 23% lower than Washington, DC.

#### **b. Background City of Hagerstown**

The City of Hagerstown serves as the largest city in Washington County Maryland, the sixth largest city in the State of Maryland, and the County Seat of Washington County. Located 72 miles and less than a 2-hour drive west of Baltimore and Washington, DC, and at the crossroads of Routes 70 and 81, the City of Hagerstown has a long history as a center of trade, transportation, and industry. The City was founded by and named for German immigrant Jonathan Hager, a farmer, miller, and fur trader who built his homestead on two natural springs in what is now City Park in 1739.

The completion of the National Pike (linking Baltimore with Cumberland and points west, via Hagerstown) in 1808, and the town's location on the Philadelphia Wagon Road (running north-south through the Shenandoah Valley) made Hagerstown a prosperous center for trade, and permanently defined the City's role as a major transportation hub. Interstates 81 and 70, CSX, Norfolk Southern and the Winchester and Western Railroads, and the Hagerstown Regional Airport form an

extensive transportation network for the city. The nickname “Hub City” persists today.

At the start of the 21<sup>st</sup> century, economic booms combined with a limited housing supply in the Baltimore-Washington region made Hagerstown, with its access to major highways, an attractive location for new development. Hagerstown serves a role as the primary commercial and industrial hub for a four-state region that includes parts of Maryland, Pennsylvania, Virginia, and West Virginia. Major industries include services, retail, construction, finance, insurance, real estate, transportation and warehousing.

The City of Hagerstown is home to a variety of education, arts, cultural, entertainment and recreational amenities and attractions. Major attractions and organizations in the City of Hagerstown include:

- Hagerstown City Park - offers 50 acres of outdoor space and is home to the Washington County Museum of Fine Arts, Mansion House Art Gallery, Western Maryland 202 Locomotive Display and Museum, and the Hager House and Museum.
- The University System of Maryland at Hagerstown (USMH) - offers more than 20 undergraduate and graduate academic programs from five respected institutions within the University System of Maryland in a state-of-the-art facility in City Center Hagerstown, which opened in 2005. The participating universities are Frostburg State University, Salisbury State University, Towson University, University of Maryland College Park, and University of Maryland University College.
- The Barbara Ingram School for the Arts - is a public high school for the performing and visual arts located in the City Center.
- The Maryland Theater - was built in 1915 and plays host to the Maryland Symphony Orchestra and numerous musicals and entertainers throughout the year, as well as hosting the annual Miss Maryland USA beauty pageants.
- Maryland Symphony Orchestra - is western Maryland’s only professional orchestra
- The Arts & Entertainment District - The State of Maryland is proud to be the first state in the country to sponsor Arts and Entertainment Districts and the City of Hagerstown was part of that first designation in 2002. A re-designation of the District to a Smart Growth A & E District was awarded in 2008 and allowed for an expanded area of the City Center.
- The Hagerstown Suns – Class A South Atlantic League baseball team affiliated with the Washington Nationals.
- The Washington County Free Library - will open its new \$23.8 million facility in the fall of 2012.
- The Washington County Playhouse - is a traditional dinner theatre.

- The Academy Theatre Banquet and Conference Center - houses the community theatre group, the Potomac Playmakers.
- The City Ballet School - is located in the City Center and attracts dancers from around the region for ballet, jazz, tap, modern dance, and adult classes.
- The Western Maryland City Ballet Company - is the newest division of The City Ballet School designed to provide career minded dancers with the highest level of training and performance opportunity.
- The Farmer's Market – was founded in 1783 and is believed to be the oldest continuously operating farmers' market in Maryland and among the three oldest in the country.
- Festival & Events - Several annual festivals are held in the City Center, most notably the Western Maryland Blues Fest, Augustoberfest, Downtown Live, and the Alsatia Mummer's Day Parade.

Hagerstown's population has experienced an increase as a result of migration of households from Washington, DC and Eastern Maryland. The 2010 U.S. Census reports population in the City of Hagerstown at 39,662 up from 36,687 in 2000, an increase of 2,975 or 8%.

The 2005-2009 American Fact Finder states that the Median Income per household to be \$36,754 in Hagerstown, 28.5% lower than the U.S. (\$51, 425) and 47% lower than the State of Maryland (\$69,475).

For July 2011, the City of Hagerstown unemployment rate is 11% compared to Washington County's unemployment rate of 9.7% and the national unemployment rate of 9.1%.

## **B. PURPOSE**

### **Overview**

CHIEF is seeking a qualified economic development consulting firm to prepare a county-wide Economic Development Strategic Plan (EDSP). The EDSP will provide a framework to increase the tax base of Washington County, Maryland and the City of Hagerstown by enhancing the business climate and creating higher paying jobs. The ultimate goal is to sustain and expand the economic base in order to provide for a high quality of life for all residents. It is hoped that the plan will present a key set of strategies, with action items, that build upon the current asset base of both Washington County and the City of Hagerstown.

By identifying how to overcome challenges and by facilitating the growth and expansion of existing businesses, as well as, attracting new businesses, the activities resulting from a well conceived EDSP will have enormous positive impact. A well conceived EDSP will not only increase employment but will position the County and City to be great places to work, learn, live and to play.

The strategies developed must address both the needs and impediments for existing business while defining methods for attracting and growing new business areas of opportunity. Identifying and maintaining a balance between the two is necessary to ensure success.

### **C. ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**The plan should answer these questions:**

1. What is the current economic base of Washington County and the City of Hagerstown?
2. What are the opportunities for economic base expansion in both areas?
3. What must we do in a coordinated effort to take advantage of all opportunities?
4. How can we most effectively deploy our financial and other resources to achieve our goals?

#### **Existing Data**

The EDSP is expected to utilize the data and analysis already completed and available from the State of Maryland Department of Business & Economic Development, The Hagerstown-Washington County Economic Development Commission and the City of Hagerstown. CHIEF anticipates that considerable data will be available to the Consultant and the amount of information should be taken into consideration when pricing the project.

### **D. SCOPE OF WORK**

#### **a. Economic Analysis “Where are we?”**

The Consultant will conduct an analysis of subject areas and their economic relationship to the surrounding Metropolitan Statistical Area (MSA). This analysis will help all concerned to better understand the study area’s economies in the context of nearby and/or other economies in order to identify unique opportunities for economic growth and diversification. The analysis will also consider how

Washington County and the City of Hagerstown's economy relate to the regional potential for economic growth and diversification.

During this phase of the study, the Consultant will review any relevant previous economic studies, reports and other related information provided by the Hagerstown-Washington County Economic Development Commission and the City of Hagerstown. To the greatest degree possible, the EDC will make available local data requested by the Consultant, understanding that the Consultant may have better and more convenient sources of data. The EDC will provide information regarding its current economic development programs, staffing and budget. It will also provide a listing and general function of its local economic development partners including:

- Hagerstown-Washington County Industrial Foundation, Inc. (CHIEF)
- City of Hagerstown
- Greater Hagerstown Committee
- Hagerstown Community College
- Hagerstown-Washington County Chamber of Commerce
- Hagerstown-Washington County Convention & Visitors Bureau
- Horizon Goodwill Industries
- Kaplan University
- Maryland Department of Business and Economic Development
- SCORE Chapter 539, Hagerstown
- Technical Innovation Center at Hagerstown Community College
- Town of Boonsboro
- Town of Clear Spring
- Town of Funkstown
- Town of Hancock
- Town of Keedysville
- Town of Sharpsburg
- Town of Smithsburg
- Town of Williamsport
- Tri-County Council for Western Maryland
- University System of Maryland at Hagerstown (USMH)
- Western Maryland Consortium
- Western Maryland Small Business Development Center

### ***Deliverables***

#### **Local Economic Analysis Report**

Produce a report containing a detailed analysis of Washington County and the City of Hagerstown's economic base including:

1. Analysis of economic trends to determine their impact on the study area's future economic composition.
2. Identification of the study area's position within the greater area (County, State, MSA, Region, etc.); how the shared economies interact, and how each business sector contributes to the local economy.
3. Review of existing local industries identified by four-digit NAICS Codes to determine those that are:
  - Well positioned and expected to grow.
  - Emerging and a good match, expected to grow.
  - Currently non-existent but for which a good NAICS Code match exists.
4. List of comparative advantages and disadvantages to similar, competitive markets.

**b. Economic Development Issues Identification and Prioritization** *“What direction should we go?”*

The Consultant will define a process to determine more specifically what the business community views as key growth and economic development drivers or opportunities. Additionally, using the Economic Analysis as a starting point, the Consultant will facilitate an examination of study area strengths, weaknesses, opportunities and threats (SWOT) that may impact the area's economic future. Questions to be asked should include:

1. What are the key economic drivers from the business perspective?
2. How is the area's overall business climate?
3. How are state and local governments influencing business development?
4. Is there appropriate integration of local businesses and governments?

Through focus groups, meetings, and/or workshops with business leaders and others as identified by the Consultant, the EDC will use the SWOT analysis to develop and prioritize a list of guiding principles. Of primary importance will be the development and prioritization of those goals that can be accomplished over a three to five-year timeframe. It will also be useful to identify those goals that the EDC needs to track and address over a longer, ten-year timeframe. Every effort should be made during this process to create a balance between developing an atmosphere that encourages open dialogue and an agenda structure that frames clear examination of the economic development issues.

The product of this task will be the identification and ranking of economic development issues and a set of guiding principles for the development of strategies to implement the desired goals.

### ***Deliverables***

#### **SWOT Assessment**

1. List strategic issues developed by business, government and community leaders that can serve as the basis for formulating goals, objectives and strategies (SWOT Results).
2. Identify constraints and opportunities for economic development, e.g. housing supply, limited developable land, ease of commuting, infrastructure capacity, redevelopment and financing constraints, potential land value changes, business climate issues, condition of buildings in the city center, etc.

#### **Guiding Principles**

A broad set of values and philosophies which will guide the creation and implementation of the goals, objectives and strategies developed in the EDSP.

#### **Primary Opportunity Areas**

1. Identify no more than six targeted industries by four-digit NAICS directly linked to the findings of the Economic Analysis and the strengths and weaknesses assessment.
2. Prioritize and rank these industries; identifying the primary focus of economic development efforts.
3. This list should act as the roadmap for the future efforts of the EDC and economic development partners in attracting new businesses as well as maintaining the businesses currently operating within the study area.
4. Identify five physical locations as primary opportunities. Strongly consider downtown Hagerstown as one of the locations.

### **Specific Strategies** “How do we get there?”

The Consultant will identify economic development goals and objectives based on research, data analysis and community input. The Consultant will translate the goals and objectives into specific strategies, with actions and performance targets that are realistic and attainable. The plan should focus on specific areas down to the action level and not just on strategic level generalities.

The plan developed should focus on those strategies and activities that have the greatest potential for creating jobs and increasing the tax base in Washington County and the City of Hagerstown. The plan should also focus on those broader economic development activities where the EDC and economic development partners can meaningfully influence the creation and retention of jobs and tax base.

The Consultant will work with the staff of the EDC staff and economic development partners to identify organizational responsibility for completing each strategy (including partners), funding requirements, and overall impacts desired from the plan, and recommend an approach for evaluating and adjusting the plan during its useful life.

The Consultant will present the completed EDSP to CHIEF, the Hagerstown-Washington County Economic Development Commission, the City of Hagerstown, and the Washington County Commissioners and also participate in a presentation of the Plan to the community.

### ***Deliverables***

#### **Economic Development Strategic Plan (EDSP)**

The Consultant will provide a completed EDSP ready for recommendation to CHIEF, the Washington County Board of Commissioners, the EDC, the Hagerstown City Council, and all other stakeholders. The Plan will include goals, objectives and strategies that assist stakeholders in further diversifying the study area economy. The EDSP should address the following specific concerns:

1. Generate actionable ideas to identify and support local businesses and create strong tie-ins between the needs of large – medium businesses and the entrepreneurial activity of small businesses, and new business sectors identified in the SWOT Analysis.
2. Identify areas in which increased collaboration will accrue economies of scale and benefit all parties and community partners that will help achieve strategic objectives. This could include key partnerships (government, private and non-profit) that will improve the success of the

plan along with recommendations as to the appropriate level of involvement from each party of these collaborations.

3. Identify Marketing Strategies – What messages and campaigns should be implemented by the EDC and others to inform and influence site selection decision makers and consultants to attract targeted industries? Who are some of the major decision makers and consultants in the respective targeted industries? What information should be posted on the EDC’s and City of Hagerstown’s website that will be most useful to corporate decision makers and national site selection consultants within each targeted industry?
4. Identify Incentive Programs and Development Opportunities - What local incentive programs will help attract new job growth in targeted industries, as well as what programs will help retain existing jobs with those industries?
5. Recommend Policy Changes - Identify changes in land use and/or zoning as well as other local policies or procedures that could facilitate achievement of the desired economic development objectives related to the identified target industries and potential locations.
6. Generate strategies and actionable ideas to strengthen the City Center of Hagerstown, recognizing the strength of the region is dependent upon the strength of its core.

The EDC is requiring that all interim reports, draft documents, public presentation materials and final documents will be submitted in electronic formats (unless otherwise noted) and will include clear, descriptive and concise narratives, color graphics (tables, charts, etc.) and wherever applicable photos. The EDC expects the Consultant to produce the following deliverables during the economic development planning process:

- An Updated Overall Project Schedule – Following a kick-off meeting with the EDC Strategic Planning Taskforce, the Consultant will be asked to prepare and submit an updated overall project schedule identifying not only the completion dates for each major task under the scope of services but also expected dates for project milestones, public participation elements, draft documents, and final documents. The Consultant will be expected to update and submit the schedule at least monthly.

- The Consultant is expected to prepare monthly project status reports that identify the status of work tasks, whether or not the work is on schedule, issues that arise which may impact the overall project schedule or cost, and any major milestones reached. Financial penalties may result from not completing work on schedule.
- The Consultant is expected to produce complete first draft documents for both the Economic Development Strategy and the Economic Development Action Plan by **October 1, 2012**. This will allow sufficient time for review and comments, public meetings/responses, the preparation of the final draft documents for final review and comment, and then the preparation of the two final documents.
- All of these documents (the first drafts, final drafts and final documents) need to include clear, concise narratives explaining the master planning process, the state of Washington County's economy, the consensus view of where Washington County wants to go (the identified sets of goals) and how as a community we get there (the identified economic development opportunities and actions that need to be taken to achieve those goals).
- In addition to electronic copies of each document, the Consultant will also be expected to produce and submit to the EDC at least **twelve (12) hard copies of draft documents and twenty (20) hard copies of the final documents** which will incorporate the use of high quality materials and a substantial number of color graphic presentations of data (tables, charts and models), color and black and white photographs (of local sites, landmarks, facilities, individuals and groups involved in the process and/or the final plan) and color-coded maps useful in describing areas of the county, region or state as well as useful in locating specific community facilities and/or economic development opportunity sites.
- The Consultant shall prepare and submit to the EDC PowerPoint presentations on the master planning process as well as on the final documents for use by the EDC in making public presentations on the Washington County Economic Development Strategy and Economic Development Action Plan. These presentations should incorporate the color graphic presentations of data, color and black and white photographs and color-coded maps produced for the final documents.

### **Outcome Measures**

The Consultant will develop measurement tools to assess, monitor and improve the action strategies on an ongoing basis.

###

G:Committees and Taskforces/Strategic Planning Taskforce/Strategic RFP (Final)