

## AGREEMENT FOR ECONOMIC DEVELOPMENT DESIGN SERVICES

This Agreement is made and entered into by and between the County of Lake, hereinafter referred to as "County", and black dog DESIGNS and Camoin Associates, hereinafter referred to as "Contractor", collectively referred to as the "parties".

1. **SERVICES.** Subject to the terms and conditions set forth in this Agreement, Contractor shall provide to County the services described in the Scope of Services attached hereto and incorporated herein as Exhibit A at the time and place and in the manner specified therein. In the event of a conflict in or inconsistency between the terms of this Agreement and Exhibit A – Scope of Services, Exhibit B – Fiscal Provisions, Exhibit C – Compliance Provisions, and Exhibit D – black dog DESIGNS and Camoin Associates Proposal, the Agreement shall prevail.
2. **TERM.** This Agreement shall commence on \_\_\_\_\_ and continue in full force and effect until terminated as hereinafter provided.
3. **COMPENSATION.** Contractor has been selected by County to provide the services described hereunder in Exhibit "B" (Scope of Services), attached hereto. Compensation to Contractor shall not exceed **Thirty-Five Thousand Eight Hundred Dollars (\$35,800)** for the work products and **Two Thousand Eight Hundred Twenty-Nine Dollars and Ninety-Nine Cents (\$2,829.99)** annually for website hosting and support from 2024 through 2026 for a total not to exceed **Forty-Four Thousand Two Hundred Eighty-Nine Dollars and Ninety-Seven Cents (\$44,289.97)**.

The County shall compensate Contractor for services rendered, in accordance with the provisions set forth in Exhibit "B" (Fiscal Provisions), attached hereto, provided that Contractor is not in default under any provisions of this agreement. Compensation to Contractor is contingent upon appropriation of federal, state and county funds.

4. **TERMINATION.** This Agreement may be terminated by mutual consent of the parties or by County upon 30 days written notice to Contractor.

In the event of non-appropriation of funds for the services provided under this Agreement, County may terminate this Agreement, without termination charge or other liability.

Upon termination, Contractor shall be paid a prorated amount for the services provided up to the date of termination.

5. **MODIFICATION.** This Agreement may only be modified by a written amendment hereto, executed by both parties; however, matters concerning scope of services which do not affect the compensation may be modified by mutual written consent of Contractor and County executed by the County Administrative Officer.

6. **NOTICES.** All notices between the parties shall be in writing addressed as follows:

County of Lake  
Administration  
255 N Forbes St.  
Lakeport, CA  
Attn: Susan Parker, CAO

Contractor black dog DESIGNS, LLC  
Address PO Box 765  
City/State Glens Falls, NY 12801  
Attn: Jesse Tyree, Principal

7. **EXHIBITS.** The Agreement Exhibits, as listed below, are incorporated herein by reference:

Exhibit A – Scope of Services  
Exhibit B – Fiscal Provisions  
Exhibit C – Compliance Provisions  
Exhibit D – black dog DESIGNS and Camoin Associates Proposal

8. **TERMS AND CONDITIONS.** Contractor warrants that it will comply with all terms and conditions of this Agreement and Exhibits, and all other applicable federal, state and local laws, regulations and policies.

9. **INTEGRATION.** This Agreement, including attachments, constitutes the entire agreement between the parties regarding its subject matter and supersedes all prior Agreements, related proposals, oral and written, and all negotiations, conversations or discussions heretofore and between the parties.

Executed at Lakeport, California on \_\_\_\_\_.

COUNTY OF LAKE

CONTRACTOR

\_\_\_\_\_  
CHAIR, Board of Supervisors

  
\_\_\_\_\_  
Jesse Tyree, Principal, black dog DESIGNS, LLC

ATTEST:  
SUSAN PARKER  
Clerk to the Board of Supervisors

APPROVED AS TO FORM:  
LLOYD GUINTIVANO  
County Counsel

By: \_\_\_\_\_

By:   
\_\_\_\_\_

## EXHIBIT "A" – SCOPE OF SERVICES

### 1. CONTRACTOR RESPONSIBILITIES.

- 1.1. Design of an economic development website for Lake County, which will highlight the regional economic development ecosystem, guides to County of Lake's regulatory processes, economic development programs, industries, and resources available for starting and expanding a business.
- 1.2. Formulate a brand identity and design guidelines for County of Lake economic development materials that reflects Lake County.
- 1.3. Design a business guide that maps out regulatory steps, highlights business development partners, and tells the story on why to grow a business in Lake County.
- 1.4. Develop templates for future production of Lake County economic development materials.
- 1.5. Marketing assets to be produced include:
  - 1.5.1. Stationary set - business cards, letterhead, envelopes, folders
  - 1.5.2. Doing Business in Lake County guide
  - 1.5.3. Key industry sectors profile sheets
  - 1.5.4. Social media creatives - profile imagery and ad/story/post templates
  - 1.5.5. Email marketing template
  - 1.5.6. Print/digital ad templates
- 1.6. Set up social media accounts that integrate into the website.
- 1.7. SSL certificate for site security and users' privacy.
- 1.8. Integrate a SEO plugin with the content management system.
- 1.9. Technical website support as part of an annual website support plan. This includes core updates to Wordpress and PHP.
- 1.10. Note: Exhibit "D" – black dog DESIGNS and Camoin Associates' Proposal – *includes further discussion of workplan elements and timeline expectations.*

2. **RECORDS RETENTION.** Contractor shall prepare, maintain and/or make available to County upon request, all records and documentation pertaining to this Agreement, including financial, statistical, property, recipient and service records and supporting documentation for a period of five (5) years from the date of final payment of this Agreement. If at the end of the retention period, there is ongoing litigation or an outstanding audit involving the records, Contractor shall retain the records until resolution of litigation or audit. After the retention period has expired, Contractor assures that confidential records shall be shredded and disposed of appropriately.

3. **COUNTY RESPONSIBILITIES.**

- 4.1 Timely response to black dog DESIGNS / Camoin Associates' information needs.
- 4.2 Coordination with local and regional stakeholders, as needed.
- 4.3 Copy and photography for the economic development website and marketing materials.
- 4.4 Staff participation in regular update calls with Contractor discussing status of elements of the Scope of Work and Agreement fund balance, regular Board of Supervisors updates and/or public and stakeholder meetings, as mutually agreed by the parties.

## **EXHIBIT “B” – FISCAL PROVISIONS**

1. **CONTRACTOR’S FINANCIAL RECORDS.** Contractor shall keep financial records for funds received hereunder, separate from any other funds administered by Contractor, and maintained in accordance with Generally Accepted Accounting Principles and Procedures and the Office of Management and Budget’s Cost Principles.
  
2. **INVOICES.**
  - 2.1 Contractor’s invoices shall be submitted for the initial payment, 50% project completion, and project completion. Contractor will also invoice annually for website maintenance and support. Invoices shall be itemized and formatted to the satisfaction of the County.
  
  - 2.2 County shall make payment within 20 business days of an undisputed invoice for the compensation stipulated herein for supplies delivered and accepted or services rendered and accepted, less potential deductions, if any, as herein provided. Payment on partial deliverables may be made whenever amounts due so warrant or when requested by the Contractor and approved by the Assistant Purchasing Agent.
  
3. **AUDIT REQUIREMENTS AND AUDIT EXCEPTIONS**
  - 3.1 Contractor warrants that it shall comply with all audit requirements established by County and will provide a copy of Contractor’s Annual Independent Audit Report, if applicable.
  
  - 3.2 County may conduct periodic audits of Contractor’s financial records, notifying Contractor no less than 48 hours prior to scheduled audit. Said notice shall include a detailed listing of the records required for review. Contractor shall allow County, or other appropriate entities designated by County, access to all financial records pertinent to this Agreement.
  
  - 3.3 Contractor shall reimburse County for audit exceptions within 30 days of written demand or shall make other repayment arrangements subject to the approval of County.
  
4. **BUDGET.** The total Budget for the Scope of Work shall not exceed \$44,289.97. For items 1.1-1.8 in 2024 and items 1.9 and 1.10 in 2024 through 2026 in the Scope of Work as detailed in Exhibit “A.” Funds may be transferred between budget line items detailed in the Proposal attached as Exhibit “D.”

Maximum payment for the \$35,800 for items 1.1 – 1.8 shall be split as follows: \$5,000 with the execution of the contract, \$15,400 for 50% completion of items 1.1 – 1.8, and \$15,400 for the completion of items 1.1 – 1.8. Payment of \$2,829.99 shall apply to items 1.9 and 1.10 per year for 2024, 2025, and 2026.

## EXHIBIT "C" – COMPLIANCE PROVISIONS

1. **INFORMATION INTEGRITY AND SECURITY.** Contractor shall immediately notify County of any known or suspected breach of personal, sensitive and confidential information related to Contractor's work under this Agreement.
2. **NON-DISCRIMINATION.** Contractor shall not unlawfully discriminate against any qualified worker or recipient of services because of race, religious creed, color, sex, sexual orientation, national origin, ancestry, physical disability, mental disability, medical condition, marital status or age.
3. **DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**
  - 3.1 The Contractor certifies to the best of its knowledge and belief, that it and its subcontractors:
    - A. Are not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;
    - B. Have not, within a three-year period preceding this Agreement, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public transaction; violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
    - C. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in the preceding paragraph; and
    - D. Have not, within a three-year period preceding this Agreement, had one or more public transactions terminated for cause or default.
  - 3.2 Contractor shall report immediately to County, in writing, any incidents of alleged fraud and/or abuse by either Contractor or Contractor's subcontractor. Contractor shall maintain any records, documents, or other evidence of fraud and abuse until otherwise notified by County.
4. **INDEMNIFICATION AND HOLD HARMLESS.**

Contractor shall indemnify and defend County and its officers, employees, and agents against and hold them harmless from any and all claims, losses, damages, and liability for damages, including attorney's fees and other costs of defense incurred by County, whether for damage to or loss of property, or injury to or death

of person, including properties of County and injury to or death of County officials, employees or agents, arising out of, or connected with Contractor's operations hereunder or the performance of the work described herein, unless such damages, loss, injury or death is caused solely by the negligence of County.

Contractor's obligations under this Section shall survive the termination of the Agreement.

5. **STANDARD OF CARE.** Contractor represents that it is specially trained, licensed, experienced and competent to perform all the services, responsibilities and duties specified herein and that such services, responsibilities and duties shall be performed, whether by Contractor or designated subcontractors, in a manner according to generally accepted practices.
6. **INTEREST OF CONTRACTOR.** Contractor assures that neither it nor its employees have any interest, and that it shall not acquire any interest in the future, direct or indirect, which would conflict in any manner or degree with the performance of services hereunder.
7. **DUE PERFORMANCE – DEFAULT.** Each party agrees to fully perform all aspects of this agreement. If a default to this agreement occurs, then the party in default shall be given written notice of said default by the other party. If the party in default does not fully correct (cure) the default within 45 days of the date of that notice (i.e. the time to cure) then such party shall be in default. The time period for corrective action of the party in default may be extended in writing executed by both parties, which must include the reason(s) for the extension and the date the extension expires.

Notice given under this provision shall specify the alleged default and the applicable Agreement provision and shall demand that the party in default perform the provisions of this Agreement within the applicable time period. No such notice shall be deemed a termination of this Agreement, unless the party giving notice so elects in that notice, or so elects in a subsequent written notice after the time to cure has expired.

8. **INSURANCE.**

- 8.1. Contractor shall procure and maintain Workers' Compensation Insurance for all of its employees.

- 8.2. Contractor shall procure and maintain Comprehensive Public Liability Insurance, both bodily injury and property damage, in an amount of not less than one million dollars (\$1,000,000) combined single limit coverage per occurrence, including but not limited to endorsements for the following coverage: personal injury, premises-operations, products and completed operations, blanket contractual, and independent contractor's liability.
- 8.3. Contractor shall procure and maintain Comprehensive Automobile Liability Insurance, both bodily injury and property damage, on owned, hired, leased and non-owned vehicles used in connection with Contractor's business in an amount of not less than one million dollars (\$1,000,000) combined single limit coverage per occurrence.
- 8.4. Contractor shall procure and maintain Professional Liability Insurance for the protection against claims arising out of the performance of services under this Agreement caused by errors, omissions or other acts for which Contractor is liable. Said insurance shall be written with limits of not less than one million dollars (\$1,000,000).
- 8.5. Contractor shall not commence work under this Agreement until it has obtained all the insurance required hereinabove and submitted to County certificates of insurance naming the County of Lake as additional insured. Contractor agrees to provide to County, at least 30 days prior to expiration date, a new certificate of insurance.
- 8.6. In case of any subcontract, Contractor shall require each subcontractor to provide all of the same coverage as detailed hereinabove. Subcontractors shall provide certificates of insurance naming the County of Lake as additional insured and shall submit new certificates of insurance at least 30 days prior to expiration date. Contractor shall not allow any subcontractor to commence work until the required insurances have been obtained.
- 8.7. For any claims related to the work performed under this Agreement, the Contractor's insurance coverage shall be primary insurance as to the County, its officers, officials, employees, agents and volunteers. Any insurance or self-insurance maintained by County, its officers, officials, employees, agents or volunteers shall be in excess of the Contractor's insurance and shall not contribute with it.
- 8.8. The Commercial General Liability and Automobile Liability Insurance must each contain, or be endorsed to contain, the following provision:

The County, its officers, officials, employees, agents, and volunteers are to be covered as additional insureds and shall be added in the form of an endorsement to Contractor's insurance on Form CG 20 10 11 85. Contractor shall not commence work under this Agreement until Contractor has had delivered to County the Additional Insured Endorsements required herein.



Coverage shall not extend to any indemnity coverage for the active negligence of the additional insured in any case where an agreement to indemnify the additional insured would be invalid under subdivision (b) of California Civil Code Section 2782.

- a. Insurance coverage required of Contractor under this Agreement shall be placed with insurers with a current A.M. Best rating of no less than A: VII.

Insurance coverage in the minimum amounts set forth herein shall not be construed to relieve the Contractor for liability in excess of such coverage, nor shall it preclude County from taking other action as is available to it under any other provision of this Agreement or applicable law. Failure of County to enforce in a timely manner any of the provisions of this section shall not act as a waiver to enforcement of any of these provisions at a later date.

- b. Any failure of Contractor to maintain the insurance required by this section, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.

**8.3 ATTORNEY'S FEES AND COSTS.** If any action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees, costs, and necessary disbursements in addition to any other relief to which such party may be entitled.

**8.4 ASSIGNMENT.** Contractor shall not assign any interest in this Agreement and shall not transfer any interest in the same without the prior written consent of County except that claims for money due or to become due Contractor from County under this Agreement may be assigned by Contractor to a bank, trust company, or other financial institution without such approval. Written notice of any such transfer shall be furnished promptly to County. Any attempt at assignment of rights under this Agreement except for those specifically consented to by both parties or as stated above shall be void.

**8.5 PAYROLL TAXES AND DEDUCTIONS.** Contractor shall promptly forward payroll taxes, insurances, and contributions to designated governmental agencies.

**8.6 INDEPENDENT CONTRACTOR.** It is specifically understood and agreed that, in the making and performance of this Agreement, Contractor is an independent contractor and is not an employee, agent or servant of County. Contractor is not entitled to any employee benefits. County agrees that Contractor shall have the right to control the manner and means of accomplishing the result contracted for herein.

Contractor is solely responsible for the payment of all federal, state and local taxes, charges, fees, or contributions required with respect to Contractor and Contractor's

officers, employees, and agents who are engaged in the performance of this Agreement (including without limitation, unemployment insurance, social security and payroll tax withholding.)

- 8.7 **OWNERSHIP OF DOCUMENTS.** All non-proprietary reports, drawings, renderings, or other documents or materials prepared by Contractor hereunder are the property of County.
- 8.8 **SEVERABILITY.** If any provision of this Agreement is held to be unenforceable, the remainder of this Agreement shall be severable and not affected thereby.
- 8.9 **ADHERENCE TO APPLICABLE DISABILITY LAW.** Contractor shall be responsible for knowing and adhering to the requirements of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, (42 U.S.C. Sections 12101, et seq.). California Government Code Sections 12920 et seq., and all related state and local laws.
- 8.10 **HIPAA COMPLIANCE.** Contractor will adhere to Titles 9 and 22 and all other applicable Federal and State statutes and regulations, including the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and will make his best efforts to preserve data integrity and the confidentiality of protected health information.
- 8.11 **SAFETY RESPONSIBILITIES.** Contractor will adhere to all applicable CalOSHA requirements in performing work pursuant to this Agreement. Contractor agrees that in the performance of work under this Agreement, Contractor will provide for the safety needs of its employees and will be responsible for maintaining the standards necessary to minimize health and safety hazards.
- 8.12 **JURISDICTION AND VENUE.** This Agreement shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue of any action or proceeding regarding this Agreement or performance thereof shall be in Lake County, California. Contractor waives any right of removal it might have under California Code of Civil Procedure Section 394.
- 8.13 **RESIDENCY.** All independent contractors providing services to County must comply with the provisions of the California Revenue and Taxation Code.
- 8.14 **NO THIRD-PARTY BENEFICIARIES.** Nothing contained in this Agreement shall be construed to create, and the parties do not intend to create any rights in or for the benefit of third parties.

**8.15 PUBLIC RECORDS ACT.** Contractor is aware that this Agreement and any documents provided to the County may be subject to the California Public Records Act and may be disclosed to members of the public upon request. It is the responsibility of the Contractor to clearly identify information in those documents that s/he considers to be confidential under the California Public Records Act. To the extent that the County agrees with that designation, such information will be held in confidence whenever possible. All other information will be considered public.

**EXHIBIT "D" black dog DESIGNS AND CAMOIN ASSOCIATES PROPOSAL**

September 8, 2023

Benjamin Rickelman, Deputy County Administrative Officer  
Lake County Administrative Office  
255 N. Forbes Street  
Lakeport, CA 95453

Dear Mr. Rickelman,

black dog DESIGNS and Camoin Associates are excited to partner for the opportunity to bid on the RFP for Economic Development Design Services for Lake County, CA. It is our goal to work closely with you and key stakeholders to develop a professional, cohesive identity, website, and marketing materials that showcases the unique, diverse landscape of the county, your economy, and why you're well positioned for sustainable growth.

Our combination of economic development branding, marketing, strategic planning and data services will provide a comprehensive solution that guides the next steps of your economic development work plan. Highlighting business development opportunities, quality of life, guides to regulatory processes, and available resources will provide a wealth of information on why Lake County is positioned for success.

We have vast experience working with numerous economic development and tourism organizations, developing brands and websites, creating strategic plans, and increasing their exposure and reach through targeted content creation using data solutions. Our unique knowledge and firsthand experience working in these areas give us the proper tools to create a comprehensive plan of action that not only results in a website and marketing collateral, but a strategic identity, messaging, and positioning through the final deliverables.

After reviewing our proposal, we hope you that you feel we are the best fit to provide you the deliverables needed to reach your objectives. We value our relationships with clients and work round the clock to fully satisfy your needs. We strive with sincerity and commitment to deliver premium branding, marketing, and strategy services that will exceed your expectations.

If you have any questions about us, our experience, or anything entailed in the following proposal we will gladly discuss these. Thank you for your time.

Sincerely,



Jesse Tyree, Principal  
black dog DESIGNS

SEPTEMBER 8, 2023



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# PROPOSAL

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## LAKE COUNTY CA

# ECONOMIC DEVELOPMENT DESIGN SERVICES

(RFP No. 24-04)



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**PREPARED FOR**  
**Benjamin Rickelman, Deputy County Administrative Officer**  
Lake County Administrative Office  
255 N. Forbes Street  
Lakeport, CA 95453  
(707) 263-2580  
[benjamin.rickelman@lakecountyca.gov](mailto:benjamin.rickelman@lakecountyca.gov)

**CONTACTS**  
**Jesse Tyree, Principal**  
black dog DESIGNS  
PO Box 765  
Glens Falls, NY 12801  
(518) 792-0500  
[creative@blackdogllc.com](mailto:creative@blackdogllc.com)

## **COMPANY PROFILE BLKDOG**

black dog DESIGNS, LLC is a dynamic, full-service marketing agency that will deliver on all your marketing needs. Founded in 2007 by Jesse Tyree, we provide services ranging from organizational branding and web design/development, to marketing strategy and content creation. Our complete solutions will help you reach your target audience and connect with them in an authentic manner.

We've worked with a wide range of municipalities handling tourism, placemaking, PSA, and economic development campaigns/brands. Consisting of small tourism clients to multi-county partnerships, each of these clients requires a different set of communication tools and objectives, reflecting our ability to work in multiple capacities. We work with organizations that have clearly developed brand guidelines as well as develop new brands/campaigns and implement these for organizations. These include:

- NYS Economic Development Corporation - economic development trade show materials and graphic design
- Drum Country (St. Lawrence, Lewis, & Jefferson counties) - regional economic development branding, marketing, and web design
- Washington County - tourism, placemaking, and PSA marketing campaigns
- Fairport Office of Community & Economic Development - economic development branding, marketing, and web design
- Warren-Washington IDA - economic development branding, and web design

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## **COMPANY PROFILE Camoin Associates**

Camoin Associates was founded by Robert Camoin in 1999 with a commitment to improving the economic well-being of communities. Along the way, we've completed over 1,700 projects in 46 states and the US Virgin Islands and helped advance prosperity for entrepreneurs, small businesses, multinational corporations, rural villages, cities, counties, and metropolitan regions. Our work has been featured in news articles and broadcasts produced by highly respected national media outlets including Newsday, the Wall Street Journal, National Public Radio (NPR), and CNBC. Today we are 27 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.

As a firm, Camoin Associates provides our clients with start-to-finish economic development services beginning with analyzing data to refine value propositions to designing and implementing specific business marketing tactics. We work with clients all over the country to determine which industries, sectors, and emerging opportunities are best suited for their region and craft marketing strategies that capitalize on existing assets and characteristics to attract companies and investment. Our work has led to billions in investment, thousands of jobs, and most importantly, improved success and clarity of approach for our economic development partners.

We have done this for:

- Nassau County Industrial Development Agency – provided content and recommendations for a new website
- State of New Hampshire Department of Business and Economic Affairs – provided content and navigation recommendations to improve their website
- Myrtle Beach Regional Economic Development Corporation – provided a website assessment with recommendations for improvement
- Town of Chelmsford, MA – provided content and redesign guidance

# **COMPANY PROFILE**

## **Executive Summary**

Lake County (LC) is a rural county in Northern California, northwest of Sacramento. The county features a mountainous landscape including the North Coast range, agricultural valleys, and Clear Lake, which is the largest lake wholly within California. The county's economy has steadily diversified from an agricultural base to now include medical services, education, local goods/services, clean energy, and hospitality. Much of the economy is seasonal due to the tourism and agricultural sectors.

The county has developed an economic development work plan that incorporates economic development and housing elements into a larger countywide strategic plan. In addition to this the county is supporting an economic development strategy led by the Lake County Economic Development Corporation and must be cognizant of the seven tribal nations which have their own economic development initiatives.

As a result of these initiatives, Lake County is looking to achieve the following primary deliverables:

- Design of an economic development website for Lake County, which will highlight business development possibilities, quality of life, guides to County of Lake's regulatory processes, and resources available for starting and expanding a business.
- Design of static pieces that include a doing business in Lake County guide, map illustrating communities in Lake County, and explanatory pieces of the permitting / zoning processes.

This process begins with identifying the unique assets, messaging, and positioning that should be communicated to those looking to start or expand their business in Lake County. Each of these are unique audiences who will look for different services and value from your organization (and stakeholders). When combined with a cohesive identity you will be able to further build brand awareness and retention for your services through future content development.

Economic development organizations around the country are recognizing what a critical role their website plays in business attraction efforts. With most site selectors and location decision-makers reviewing a region's website before ever picking up the phone or visiting, the website is the first impression and must convey the right message and information quickly and effectively.

As a full-service partnership specializing in economic development branding, marketing, data, and strategy solutions we are well equipped to help Lake County fulfill this scope of work.



## **WORK PLAN**

### **Scope of Services**

The following scope of services and work has been taken from the provided RFP documents and are included in our proposal.

#### **SCOPE OF SERVICE**

- Design of an economic development website for Lake County, which will highlight business development possibilities, quality of life, guides to County of Lake's regulatory processes, and resources available for starting and expanding a business.
- Design of static pieces that include a doing business in Lake County guide, map illustrating communities in Lake County, and explanatory pieces of the permitting / zoning processes.

#### **SCOPE OF WORK**

- Formulate a color scheme and design guidelines for County of Lake economic development materials that reflects Lake County.
- Design a doing business guide that maps out regulatory steps, highlights business development partners and tells the story on why to grow a business in Lake County.
- Develop templates for future production of Lake County economic development materials. Lake County is working on several funding opportunities, which could require well designed products.
- Design a website that illustrates success stories in Lake County, small business resources, quality of life, industries, site selection data, and services.
- Ensure that all reports, and all deliverables to the County be delivered in a manner to ensure non-discrimination and equal access to County services and digital properties such as websites, documents, and applications by persons with a disability under the Americans with Disabilities Act (ADA) and under Section 508 of the Rehabilitation Act of 1973. Successful respondent shall ensure that any deliverable, including but not limited to, reports, documents, videos, multimedia productions, live broadcasts and any and all other web content and information communications technology are fully accessible and in compliance with federal accessibility standards and laws and with the County's Web Content Accessibility Standards.

## **WORK PLAN**

### **Brand Development**

#### **ONBOARDING (RESEARCH & LEARNING)**

The first step in our process is to determine and finalize the appropriate workflow, team leads in each focus area, and discuss specific deadlines for completing the scope of work. Aligning this vision with the immediate and long-term project goals will create a clear path for getting there.

During these onboarding stages we will identify the unique assets that will serve as the focus for branding and content (as well as the threats, opportunities, and weaknesses). These sessions will provide well-rounded input as to the current perceptions and positioning of the county's economic development efforts, and how this will work in conjunction with TID, Visit Lake County, Lake County EDC, all tribal nations, and other key stakeholders.

As needed, research and data collection specific to economic development metrics will be conducted to ensure the website has all of the information that site selectors and business location decision makers are looking for. This may include information about workforce, transportation, infrastructure, and emerging industries.

#### **BRAND MESSAGING & POSITIONING**

Your brand messaging and positioning are a vital factor towards leaving a lasting, positive impression on those who view your content through a variety of channels. This is also extremely important as the county must clearly communicate initiatives and messaging, at times partnering with TID, Visit Lake County, Lake County EDC, all tribal nations, and more.

Focusing on the brand's messaging and positioning will help all parties (internal and external) to understand your positioning, how it is unique to stakeholders, as well as how it aligns with their objectives. The result will be a cohesive approach to economic development in Lake County, with certain organizations specializing in different areas based on their strategic vision.

This most importantly starts with the key value proposition that is communicated, and how this will apply to certain industries and also startups vs. established businesses looking to grow or relocate. We will begin by curating your brand vision based on our initial research. This includes the defining and organizing of the following:

- Brand story - core brand messaging to be used in all marketing content
- Brand purpose - why are we doing what we're doing?
- Brand tone of voice - how do we communicate with ALL audiences?
- Functional benefits - what will make people want to contact us?
- Emotional benefits - how will we connect and resonate with new/existing businesses, the workforce, and specific industries we're looking to attract
- Reasons to believe - why should individuals and businesses believe in us?

## **WORK PLAN**

### **Brand Development**

Organizing and documenting your vision, resources/assistance, and sources of differentiation into a conveyable message and identity will position you to better reflect the value you offer, and also make it clear as to how you work together with other county stakeholders. This includes the creation of a multi-faceted copy deck that organizes core messaging into taglines for usage in marketing.

Your positioning and messaging are the backbone to a successful brand that maximizes your reach within specific audiences that are ideal matches. Without this it will be difficult to understand why a prospective employer, partner organization, or job seeker should choose Lake County.

#### **BRAND IDENTITY**

*2.1 - Formulate a color scheme and design guidelines for County of Lake economic development materials that reflects Lake County.*

Just as important as the brand messaging and positioning is the visual brand identity that will guide all branding, website, and marketing efforts. Without a recognizable identity with clear intentions, it will be difficult to build retention in the region and educate employers, partners, and job seekers of the value you can provide them.

This segment of the brand development project consists of the following:

- Presentation of concept boards for design style direction
- 5 initial logo concepts
- 5 rounds of revisions
- 1 final selection for the brand. This includes:
  - Primary logomarks
  - Secondary logomarks/variations
- Creation of brand style guide with full rights usage and graphic standards for digital, print, and collateral material that includes colors, fonts, name, logo, tagline, and any related phrases, graphics, and templates

The core purpose of the visual development is to create a multi-faceted logo and brand asset collection. Presenting initial mood boards/logo concepts to key stakeholders will give valuable input as to how these concepts align with the values and interests of those who you are targeting.

Working hand in hand with the brand identity will be the graphical elements and other visual descriptors used on your print/digital collateral, website, marketing content, and other placements. These will aid in communicating key points such as site selection data, specific services, and more. Providing you all the appropriate file types upon completion will give you the flexibility to apply on your own in both digital and print mediums as you see fit.

## **WORK PLAN**

### **Brand Development**

Once the logo design and all branding work are approved, we will create and provide all final files. This includes vector artwork and the appropriate web and print file types. We also will identify and provide you ALL font types used in accordance with your brand. Color specifications will be identified giving you the CMYK (print), RGB (web), and Pantone values. All of the brand development deliverables will be provided in a brand guidelines document for reference as the brand lives on through different mediums.

### **MARKETING ASSETS**

*2.2 - Design a doing business guide that maps out regulatory steps, highlights business development partners, and tells the story on why to grow a business in Lake County.*

*2.3 - Develop templates for future production of Lake County economic development materials. Lake County is working on several funding opportunities, which could require well designed products.*

Once the visual identity and guidelines are finalized it is important that your print/digital collateral, signage, website, and all marketing content align with the developed identity and message. Listed below are marketing assets we have included in this scope of work:

- Stationary set - business cards, letterhead, envelopes, folders
- Doing Business in Lake County guide
- Key sector profile sheets detailing industries and support for businesses in these areas: 1) Agriculture, 2) Medical, 3) Education, 4) Goods & Services, 5) Clean Energy, 6) Tourism & Hospitality
- Event promotion materials - table cover, standing banner
- Social media creatives - profile imagery and ad/story/post templates
- Email marketing template
- Print/digital ad templates

These materials will be designed with an eye for quickly providing the information most frequently needed by site selectors, location decision makers, business owners, and economic development professionals in mind.

More specifics regarding each of these pieces has been provided in the cost proposal section.

## **WORK PLAN**

### **Web Design & Development**

*2.4 - Design a website that illustrates success stories in Lake County, small business resources, quality of life, industries, site selection data, and services.*

*2.4 - Ensure that all reports, and all deliverables to the County be delivered in a manner to ensure non-discrimination and equal access to County services and digital properties such as websites, documents, and applications by persons with a disability under the Americans with Disabilities Act (ADA) and under Section 508 of the Rehabilitation Act of 1973. Successful respondent shall ensure that any deliverable, including but not limited to, reports, documents, videos, multimedia productions, live broadcasts and any and all other web content and information communications technology are fully accessible and in compliance with federal accessibility standards and laws and with the County's Web Content Accessibility Standards.*

#### **SITE STRUCTURE/LAYOUT**

The first step towards developing the new site is to finalize the sitemap using provided copy. The sitemap and structure are an important step in determining the proper page focuses and the best keywords to use on each to maximize your visibility. This also will define a clear path that users will take to find relevant information. Through SEO research we will lay out the appropriate keywords, page titles, SEO titles, and meta descriptions for the site in the beginning phases of the project. We have provided a tentative sitemap later in this proposal. This is subject to change based on further conversations with you in regard to the priority of pages and content.

#### **GRAPHIC DESIGN**

With the site layout set we will focus on the website design following the agreed upon page structure. Everything from the font, the slogans, the calls to action, and page designs will be thought of and considered during this process (utilizing your brand guidelines). We will provide flat (pdf) designs for website pages. Once the flat designs are approved, this format will be developed online using Wordpress and visible via a live testing domain as we work through the development process. Your team will be able to review the site exactly how it will function on your live domain after the project is complete. Once the site is approved, we will then transfer the content from the live testing domain to your actual domain.

#### **WEB DEVELOPMENT**

The website will have a fluid and visual web presence, giving users a consistent experience regardless of the device they are viewing it on (smartphone, tablet, computer, etc. IE: "Responsive Design"). It is important that the website does not simply function on a mobile device but is optimized for mobile usage first and foremost. Combining this design with organized content will help to further increase your Google SEO ranking. Using the approved flat website designs the site will then

## **WORK PLAN**

### **Web Design & Development**

be built and tested online to ensure a desirable user experience while maintaining an ease of use for editing/managing content.

The website will be developed in Wordpress using a visual-based site editor. The CMS foundation (Content Managed System) will give the back-end user the ability to easily edit text, data tables, images, pdfs, and more. Wordpress is one of the most customizable website platforms, enabling it to grow with your brand and integrate with numerous other platforms and services.

#### **CONTACT FORMS**

Also featured is the ability to receive emails via customizable contact forms. These will be filled out and sent to a designated email provided by you. Upon submitting, users will receive an auto-responder email confirming their message was received and that you will be in touch with them shortly. Information on top of how to contact can be worked into the forms so the site manager will have all the necessary information they need prior to contacting. We only suggest that any private and sensitive information is not included on these forms for security reasons. If desired these forms can also be created using a CRM to automatically sync form entries into your database.

#### **SOCIAL MEDIA**

The website will integrate social media accounts, showing live feeds (or links) directly on the site. The website will pull these feeds directly from your accounts, showing posts on the site, or contain outbound links to the desired social profiles.

#### **EMAIL MARKETING**

The website will integrate email marketing signup forms into the site, helping you to grow your email contact list and communicate new/updated resources, success stories, and more. We have worked with multiple email marketing platforms such as MailChimp, Constant Contact, Hubspot, and Klaviyo in a variety of capacities. Working together with you we will determine the best CRM/email marketing platform and integrate into the website so that entries are automatically added to your database.

Prominently placing sign up forms throughout the site will increase the number of visitors exposed and build audiences for re-targeting purposes (EX: new sites). Consistently sending out relevant content in your email newsletters and only previewing it will force users back to your site to view all information. This will place more of your messaging in front of them.

## **WORK PLAN**

### **Web Design & Development**

#### **SITE SELECTION DATA**

To show site selection data we will create an interactive map for site selectors and prospective businesses seeking to relocate/expand. This interactive map will be branded in accordance with the developed standards and website design, while also detailing key highlights of locations that are applicable. Users will be able to click on these locations to view more property information, photos, and other details. This will give users applicable information directly from the site as well as help them locate it. We will use KML files which can be generated from client-provided GIS files.

#### **PROSPECTENGAGE™ (LEAD GENERATION)**

*ProspectEngage Lite*: Identification of businesses visiting your website, research and vetting of target industry prospects, and real-time intelligence to enhance prospect engagement.

ProspectEngage will help the County of Lake to identify and convert business website visitors to investment expansion and relocation prospects. The County will be able to use ProspectEngage to monitor visitors to important pages, such as site selection resources, available properties, key industries, and other key target pages. It will also monitor any targeted industry traffic on the website using NAICS codes that fit the County's defined target industries or clusters. The County will be able to use the lead score on the ProspectEngage dashboard to identify and filter the highest-quality prospects, which are prioritized for outreach and/or marketing purposes. Historically, ProspectEngage delivers 1 qualified lead per 47 target industry business website visits, considerably better than traditional cold phone, LinkedIn, and email outreach techniques.

The County will also be able to utilize the tool for:

- Industry Intelligence and Research
- Business Retention Engagement
- Segmenting Data for Marketing Initiatives
- Quantitative Reporting to Boards & Committees
- Direct Outreach to Prospects

#### **SUCCESS STORIES**

One of the best ways to sell a potential business owner, site selector, or resident on the opportunities/lifestyle in Lake County is to show them past success stories. Rather than simply stating facts and benefits, communicate the impact they have on the local community, the people behind the scenes, and how they collectively achieved success. This portfolio of projects (success stories) will be sortable via categories. Many users also may be familiar with these businesses (or individuals) already, helping to make a direct connection. These projects may consist of static text, photos/videos, as well as downloadable pdfs of the project highlights.

## **WORK PLAN**

### **Web Design & Development**

#### **ON-SITE SEO (SEARCH ENGINE OPTIMIZATION)**

Many users only look at the top few search results, so making sure your website is one of them is crucial. We will use Yoast, an SEO plugin to complete the on-site SEO work. This feature offers extensive capabilities to improve your SEO ranking and updates as Google's algorithms change over time. Working seamlessly with a content management system you will be able to make changes to SEO content as needed. For example, Yoast will show what all pages will look like in Google's search results. The page analysis tool double checks simple things (such as focus keywords and length of posts) to see if they are in line with what search engines are looking for.

#### **ADA COMPLIANCE**

To ensure the site is WCAG 2.1 and ADA compliant in alignment with 508 standards we will perform a manual audit of the final site content to ensure that it meets WCAG 2.0 Level AA and AAA requirements and correct any potential issues. This is the primary shared standard for web content that meets the needs of individuals, organizations, and governments internationally. These deliverables include:

- Correct color usage
- Audio controls set in place
- Text and images of text are at least a 4.5:1 color ratio and that large text is at least a 3:1 color ratio
- All pages are readable and functional when zoomed at 200%
- All images include alt-text for screen readers
- Any content that must be clicked on will have a mechanism when hovering using the mouse pointer or using the keyboard tab key to focus on such content
- All pages will contain clearly organized header and labels
- Creation of an accessibility statement page
- Creation of a page where users can submit feedback or report issues

We have provided an estimate for this work in the cost proposal section. The total cost of the ADA Compliance audit and work plan is dependent on the final number of website pages.

#### **GOOGLE ANALYTICS**

Using Google Analytics, you will be able to gain valuable feedback as to how users are navigating the site, what pages are most visited, who these people are, and where they are located. This will develop data on how your site performs and drive website content decisions. When combined with other digital marketing efforts you will get a full spectrum view of what works best and where to send users from external locations online all the way through contacting you, downloading resources, and more.



## **WORK PLAN**

### **Web Design & Development**

#### **QUALITY ASSURANCE & TESTING**

Once the final site content is approved, we will begin testing of each page to ensure it functions properly on all devices, browsers, and screen sizes. Included in this

will be the testing of all plugins such as contact forms, plugins, and any other functionality on the website. We also will proofread all website copy for any spelling or grammatical errors. Using an itemized checklist, the site will only be published live when all criteria are met. We prefer to make this one of the last steps before launching on the live domain, once all content is final.

#### **TRAINING SESSION**

Include in the total project investment are 3 training sessions on how to update your website and content. This session also comes with documentation (guide) detailing the steps to do so. We are available in the event you have additional questions on how to update site content. When the time comes that new features, updates, or functionality are added to the site we will provide you training and documentation on how to use these.

#### **SSL CERTIFICATE (REQUIRED)**

Additional website security in the form of an SSL (Secure Sockets Layer) certificate will protect against fraudulent activity and also play a role in your site's SEO score. This is a digital certificate that verifies the identity of your website and acts as a padlock that protects you and users from having their searches, history, and other private information tracked by fraudulent parties (EX: email, credit card info). An SSL has also become an increasingly important factor to your SEO as Google has placed an emphasis on providing users applicable and secure websites. Any site you see with "https" or a green lock to the left of the URL is using an SSL certificate. The annual investment (through BLK DOG) is stated in the cost proposal section.

#### **DOMAIN AND HOSTING SERVICES**

We offer domain and hosting services on our private server. In the event that the site experiences any issues while on our server we will be the primary contact for website hosting. Pricing and deliverables for this are provided on the cost proposal section.

#### **WEBSITE SUPPORT/MAINTENANCE PLAN**

We also offer a website maintenance plan for keeping your site up to date and functioning as it does upon the initial launch. This includes:

- Technical website support between Monday and Friday from 8am to 4pm
- Includes core updates to Wordpress
- Maintaining and updating of all plugins/extensions used on site

## WORK PLAN

### Web Design & Development

- Maintaining and testing of all contact forms on site
- Correcting of any unwarranted file modifications, attempted logins, and other security issues
- Quarterly PHP review and updating

In the event the site experiences technical issues after launch, the correcting of these issues becomes our first priority over design/development work. Content updates that are not deemed "technical" will be quoted based on our hourly rate of \$120/hour. Upon client approval of the estimates this work will then begin.

### Details:

- Use of brand standards to solidify and reinforce a cohesive brand identity that can be carried across all mediums for consistency in digital marketing efforts.
- 2 unique website design options provided for the home page. Once a flat design mockup is approved for the home page; internal pages will be designed. The site will be developed and customized on a live testing link after design approval.
- Development of the website in Wordpress (CMS) using a visual composer so that Lake County can easily manage/edit the site post-launch.
- Addition of any new images from our available assets
- Creation of secure email forms (integrating with a CRM if desired).
- Push to dial text on mobile devices.
- SEO development (all pages will be optimized). This includes the addition of focus and meta keywords, meta descriptions, alt tags, and meeting the proper keyword densities.
- Included up to 30 pages (based on tentative sitemap, subject to change)
- Creation of a portfolio of past successful projects/businesses
- Addition of up to 10 projects to the site
- Addition of up to 10 news articles to the site
- Creation of an interactive map that feeds in site selection data for users to view available sites and locations (EX: Shovel ready)
- Integration of an SSL Certificate
- Google Analytics 4 integration
- Addition of live social media feeds on your sites (EX: Facebook, Twitter, LinkedIn, etc.), share, and follow buttons. Feeds will automatically update on the site when new posts are published on social media.
- Integration of email marketing account to create both static and interactive email marketing sign up forms.
- Integration of live chat functionality (either static plugins or a CRM)
- Integration of ProspectEngage Lite: Identification of businesses visiting your website, research and vetting of target industry prospects, and real-time intelligence to enhance prospect engagement.
- Quality assurance and site testing prior to launch. Content will be optimized to improve the user experience.
- Site will be available for live preview while being created on testing domain.
- FULL ADMIN RIGHTS (You can control ALL aspects of site after launch).

## **WORK PLAN**

### **Web Design & Development**

- 3 training sessions on how to manage content on your site.
- PDF documentation detailing how to update your site.
- Includes 10 hours of website support and content updates (for first 3 weeks)

## **ADA Compliance Details**

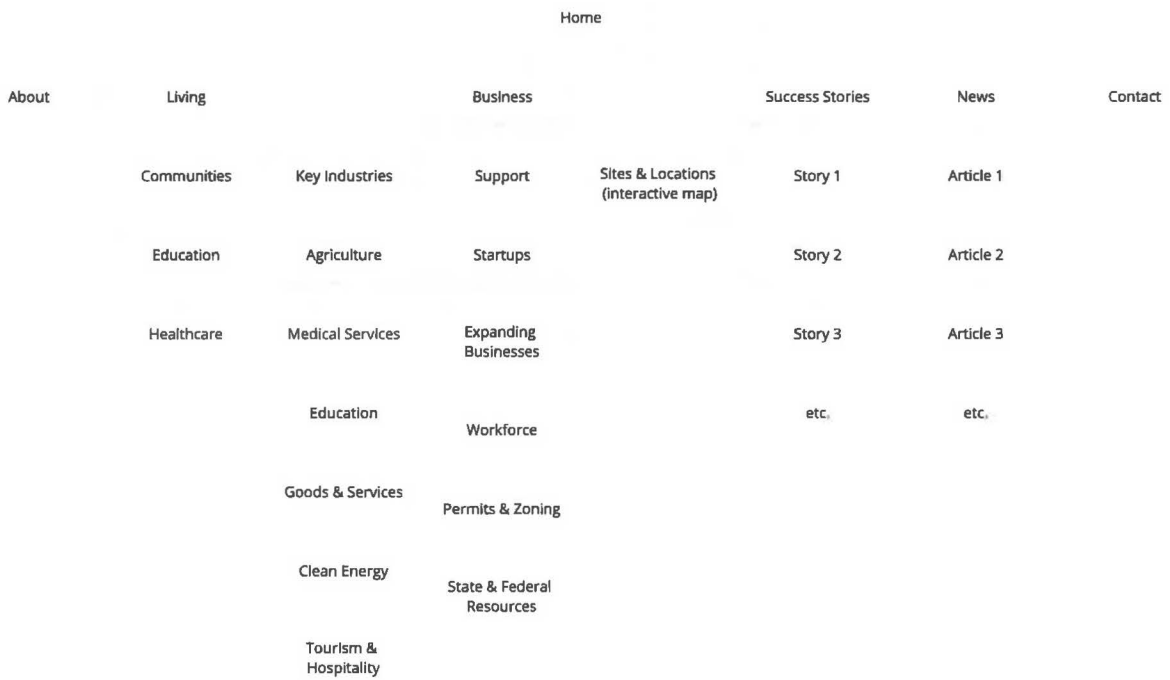
- Level AA and AAA WCAG Compliance in alignment with 508 standards:
  - Correct color usage on page layout/designs
  - Audio controls are set in place
  - Text and images of text are at least a 4.5:1 color ratio and that large text is at least a 3:1 color ratio
  - All pages are readable and functional when zoomed at 200%
  - All images include alt-text for screen readers
  - Any content that must be clicked on will have a mechanism when hovering using the mouse pointer or using the keyboard tab key to focus on such content
  - All pages will contain clearly organized header and labels
  - Creation of an accessibility statement page
  - Creation of a page where users can submit feedback or report issues
- Addition of website privacy policy.

# WORK PLAN

## Web Design & Development

# TENTATIVE SITE MAP

The following site map is based on our initial research. This is subject to change based on further discussions.

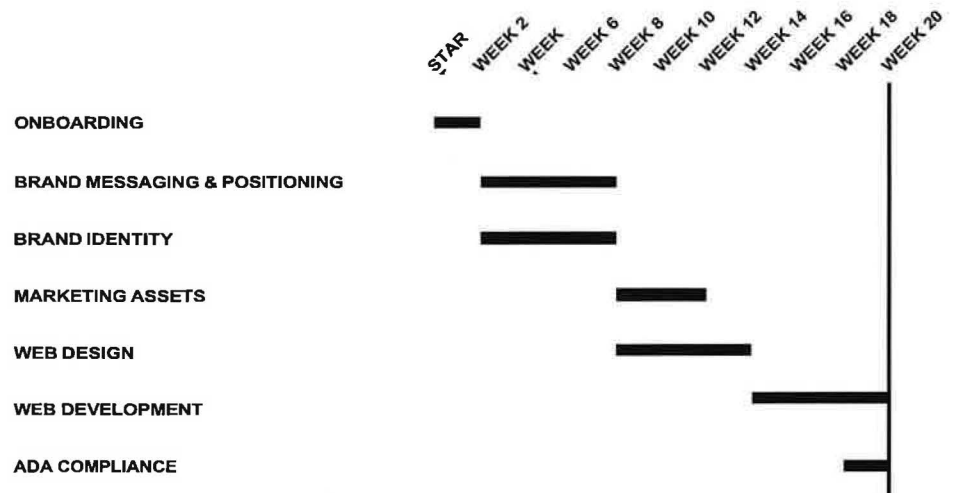


# WORK PLAN

## Project Timeline

Below is our estimated timeline for completing the deliverables outlined in this proposal. The deliverables and timeline are subject to change based on your input. Meeting these deadlines is subject to timely feedback and content delivered on time. Adjustments will be made throughout the contract as needed to align with other internal deadlines, board meetings, and more.

*\*Having the proper photo and video assets up front will be crucial to the development of marketing collateral and website.*



## **COST PROPOSAL**

## **Brand Development**

### **BRAND MESSAGING & POSITIONING**

- Delivery of primary brand tagline/message (1 sentence)
- Delivery of brand vision. This includes:
  - Brand story - core brand messaging to be used in all marketing content
  - Brand purpose - why are we doing what we're doing?
  - Brand tone of voice - how do we communicate with ALL audiences?
  - Functional benefits - what will make people want to contact us?
  - Emotional benefits - how will we connect and resonate with new/existing businesses, the workforce, and specific industries we're looking to attract
  - Reasons to believe - why should individuals and businesses believe in us?
- Creation of campaign copy deck - multiple headlines/taglines and descriptions

Project Investment: \$5,500

### **BRAND IDENTITY**

- Presentation of concept/mood boards for design direction
- 5 initial logo concepts supplied
- 5 rounds of revisions, new samples provided
- 1 final selection for the primary logo
- Delivery of primary and secondary brand marks
- Delivery of respective web and print applicable files
- Delivery of graphical elements, photography styles, and brand assets
- Delivery of brand guidelines, logo usage/spacing, color specifications, and fonts
- Delivery of the branding deliverables in a pdf brand book
- All ownership rights releases upon final payment

Project Investment: \$4,500

### **MARKETING ASSETS**

- Graphic design of stationary set:
  - 3.5" x 2" business cards
  - #10 envelopes (4.125" x 9.5")
  - 8.5" x 11" letterhead
  - 9" x 12" presentation folder
- Graphic Design of 11" x 17" bifold brochure for "Doing Business in Lake County guide" (Finished Size: 8.5" x 11" w/4 panels)
- Graphic design of (6) 8.5" x 11" profile sheets detailing industries and support for businesses in these areas:
  1. Agriculture
  2. Medical Services
  3. Education
  4. Goods & Services
  5. Clean Energy
  6. Tourism & Hospitality
- Graphic design of a 33" x 81" standing retractable banner

## **COST PROPOSAL**

- Graphic design of an 8ft table cover
- Creation of social media assets:
  - Design of profile and header imagery for: Facebook, Twitter, Instagram, LinkedIn, etc.
  - Creation of 3 social media post templates
  - Creation of 3 social media ad templates
  - Creation of 3 social media story templates
- Graphic design of 1 branded email marketing template and building of template in client's email marketing platform
- Graphic design of 3 digital/print ad placements. These will each include vertical, horizontal, and square variations.
- Workable files to be provided to client in editable format (Canva, INDD)

Project Investment: \$6,200

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## **Website**

### **DESIGN & DEVELOPMENT**

- All details of proposal included
- 6 months of unlimited user access to the ProspectEngage dashboard, weekly visitation reports, and monthly comprehensive reports (after 6-month period, additional fees will apply pending the chosen plan)

Project Investment: \$16,600

### **ADA COMPLIANCE**

- Level AA and AAA WCAG Compliance in alignment with 508 standards:
  - Correct color usage on page layout/designs
  - Audio controls are set in place
  - Text and images of text are at least a 4.5:1 color ratio and that large text is at least a 3:1 color ratio
  - All pages are readable and functional when zoomed at 200%
  - All images include alt-text for screen readers
  - Any content that must be clicked on will have a mechanism when hovering using the mouse pointer or using the keyboard tab key to focus on such content
  - All pages will contain clearly organized header and labels
  - Creation of an accessibility statement page
  - Creation of a page where users can submit feedback or report issues
- Addition of website privacy policy.

Project Investment:

- First 30 Pages: \$3,000 (flat rate)
- Additional Pages: \$50 per page

## COST PROPOSAL

## Total Cost Breakdown

### BRAND DEVELOPMENT

Brand Messaging & Positioning	\$5,500
Brand Identity	\$4,500
Marketing Assets	\$6,200

### WEBSITE

Design & Development	\$16,600
ADA Compliance	\$3,000

**TOTAL PROJECT INVESTMENT: \$35,800**

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## Ongoing Website Costs

*\*Optional through BLKDOG*

### DOMAIN NAME & WEBSITE HOSTING

- Website will be hosted on our servers
- In the event your site experiences any issues we will be the primary contact
- Includes daily backups of site content
- Email services available upon request.

Annual Investment: \$250 per year

### SSL CERTIFICATE

- Secures one site
- Protects you and users from having their searches, history, and other private information tracked by fraudulent parties.
- Boosts your Google ranking

Annual Investment: \$179.99 per year

### WEBSITE SUPPORT/MAINTENANCE PLAN

- Technical website support between Monday and Friday from 8am to 4pm
- Includes core updates to Wordpress and PHP
- Maintaining and updating of all plugins/extensions used on site
- Maintaining and testing of all contact forms on site
- Correcting of any unwarranted file modifications, logins, and security issues

Monthly Investment: \$200 per month



## **ADDENDUM BLKDOG - Staffing Plan**

### **JESSE TYREE (PRINCIPAL)**

- Responsibilities Include: Director of creative design and development
- Jesse founded BLK DOG after previously working in print and digital media for Verizon and the Lee Enterprises as a print and web designer, managing both internal as well as external client projects. Utilizing sales reps, ad relations, and industry connections, Jesse started black dog DESIGNS. The company has steadily grown into one of the leading web, branding, and ad agencies in the area doing B2B work across the state, Northeast, and Canada. With a customer focus, he has developed many successful business relationships in the digital and social realm, as well as through print brokers and commercial printers.
- In 2015 he was named one of the Adirondack Chamber's 20 under 40 Business Leaders. In the same year, BLK DOG was nominated for the ARCC Steve Sutton Business of the Year Award.
- Jesse has also served as a panel speaker for the NYS Economic Development Corporation and the 2023 NYSTIA Annual Conference on "Developing Short Term Rental Partnerships"

### **CHRIS COUGHLAN (ACCOUNT MANAGER)**

- Responsibilities Include: Business development and project management
- Since joining BLK DOG in 2015, Chris has become the "go-to guy" for project management, client relations, and ensuring all the dominoes are in line for successful campaign execution. An experienced marketer managing both creative and campaign planning, he's a master networker whose attention to detail shines through on every project he manages. His passion for results, new ideas, and client success are powerful tools during every campaign. Chris spends his focus crafting plans of action for clients and providing his team with the resources they need to create unique compelling work.
- During his time here he has managed numerous clients/campaigns including: WSWHE BOCES (CTE, Women in Trades, and Employee Recruitment campaigns), Capital Region Workforce Development Board, Washington County Tourism, Drum Country (placemaking), and more.
- Presenter at the 2022 NYSTIA Annual Conference on "Tying Tourism Initiatives to Workforce Development" and 2023 NYSTIA Annual Conference on "Developing Short Term Rental Partnerships"

### **LYSSA HOWARD (LEAD WEB DESIGNER)**

- Responsibilities Include: Implementation of website branding, structure, and content, writing/adjustment of technical code, domain and hosting support
- Lyssa has been leading website development projects at BLK DOG since she joined in 2013. Developing professionally branded sites combined with top-line functionality involves the writing of custom code (using multiple methods such as PHP, CSS, and HTML) to tailor sites towards individual client needs.
- During her time, she has developed websites for all types of clients such as Capital Region Workforce Development Board, Saratoga County Prosperity Partnership, Drum Country, and many more, assisting in the technical

## **ADDENDUM BLKDOG - Staffing Plan**

### **LAUREN OCCHIOGROSSO (LEAD GRAPHIC DESIGNER)**

- Responsibilities Include: Develop graphics and imagery for product illustrations, logos and websites. Selection of colors, images, text styles and layouts for print and digital pieces. Incorporate changes recommended by clients and detailed review of the final design.
- Before joining BLK DOG, Lauren earned a BFA at The College of Saint Rose and designed for artists at her internship at Equal Vision Records. She strives to develop unique and impactful brand aesthetics, always content-centered and concept-driven. Her work ranges from visual identity and branding, to packaging, to print and digital design; and her skills in concept development and pre-press production enable her to see the project through from research to completion.
- Since joining, Lauren has developed numerous brand systems for clients such as: Capital Region Workforce Development, campaign identities for WSWHE BOCES and Drum Country, and more.
- Over the past 3 years, Lauren has been the leading designer on 5 ADDY Award winning branding and design projects, and 1 NYS Economic Development Corporation for campaign development.

### **ALEXIS WILLEY (COPYWRITER & CONTENT CREATION)**

- Responsibilities Include: Copywriting for marketing campaigns, websites, and print collateral, content creation for social media and email marketing content
- Alexis worked in newsrooms, on corporate marketing campaigns, for a toy magazine, and as a copy editor before coming to BLK DOG in 2019. She is all about consistency, especially when it comes to the Oxford Comma. Even out of the office, Alexis is always looking for weird typefaces or word choices in the wild. She lives in Greenwich, NY with her husband and two cats, loves theme parties, Halloween, hanging with her family, and Caravaggio's paintings, and runs a local non-profit art project in her (very limited) free time.
- During her time at BLK DOG Alexis has handled the development of marketing strategy, messaging and positioning, copywriting, and digital media management for clients such as Washington County Tourism, Drum Country, Discover Saratoga, and more.

### **KERRY MASON (BILLING AND PAYMENTS)**

- Responsibilities Include: Accounts receivable and payable, tracking of media purchasing, time management, and allocation of budgets according to project details
- Kerry has provided accounting and financial services for Black Dog for over 8 years, handling all billing processes, estimation of print/signage/promotional production, oversight of media purchasing, time management, and the allocation budgets. These tasks ensure that we are accurately forecasting media purchasing, internal/external budgets, and utilizing budgets most efficiently.

**ADDENDUM  
BLKDOG - Staffing Plan**

**JULIA HOWARD (GRAPHIC DESIGNER)**

- Responsibilities Include: Brand development, print/digital content creation, creation of brand identity systems, and file preparation for print production
- Julia is a visual designer who is passionate about expanding the human experience through art and design. Although a traditionally trained graphic designer, she finds her stride in maximalist compositions and brutalist design experimentations. Enthusiastically, she believes the combination of research, writing, and design can change the world into a friendlier all-inclusive place (even if it's only one pixel at a time). When not designing, find her brewing extra strong coffee and dancing to darkwave.

**VICTOR SANCHEZ (ADA SUBCONTRACTOR)**

- Company: King Crab Designs
- Phone: (347) 670-3809
- Email: victor@kingcrabdesigns.com
- Brief description of services:
  - Victor Sanchez has been working as a Web Developer since 2016 when he started at a small software company in Clifton Park, New York. His experience there led to working with municipal offices and building websites with WCAG 2.1 compliance. King Crab Designs, LLC began in 2015 and shortly after working with WCAG 2.1 compliance, Victor decided to implement this work for small businesses. Since then, Victor has worked on over 60 websites that include WCAG 2.1 and continues to work on several new projects that need WCAG 2.1 while continuing to learn about changes to WCAG 2.1 through online learning.

## **ADDENDUM**

### **Camoin - Staffing Plan**

#### **ROBERT CAMOIN, CEcD – PRESIDENT & CEO**

- Rob began his career in economic and community development with a specific goal in mind: helping people and communities with analysis and strategies that foster private business and real estate investment and result in meaningful job creation.
- The desire to use his business and planning experience to support stronger local economies inspired Rob to start Camoin Associates in 1999. Since its founding, the company has grown to 28 economic development, public policy, and planning professionals, and has helped hundreds of communities, large and small, develop strategies and policies that support prosperity.

#### **TORI MCNIFF - PROJECT MANAGER**

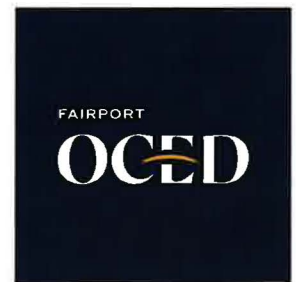
- Responsibilities Include: Business development and project management
- Tori is passionate about finding solutions to complex problems by being creative, collaborative, and engaging diverse stakeholders. She has a background in public administration, economic development, and marketing. Prior to working for Camoin Associates, Tori managed and worked with three different economic development authorities and enjoys strategic and organizational planning.
- She has experience managing publicly owned industrial properties, building community partnerships to support workforce development, and developing and executing business retention and expansion (BRE) programs. Using her data and analytical skills, Tori has also led and implemented business marketing and attraction efforts nationally and abroad.

#### **DILLION ROBERTS - PROJECT MANAGER OF PROSPECTENGAGE™**

- With over 16 years of versatile expertise spanning project management, sales, marketing, and client account stewardship, Dillion stands as a seasoned professional adept at fostering economic development and driving transformative change. Drawing upon his extensive industry experience, he goes beyond the conventional, elevating his contributions by spearheading business attraction initiatives that fuel growth and innovation. His proficiency in devising and executing lead-generation strategies enhances our client communities' access to high-quality prospects, solidifying his role as a key asset in their expansion endeavors. His impact resonates deeply as he orchestrates a paradigm shift in sales and digital marketing outreach, both within the organization and externally for our clients. His approach to sales has helped to redefine Camoin's internal processes but also created a ripple effect that extends to the clients we serve. His strategic insights and proficiency in navigating the digital landscape empower organizations to harness cutting-edge techniques, thereby amplifying their market presence and engagement.

## ADDENDUM

### Economic Development Experience



## ADDENDUM

### BLKDOG - Work Samples

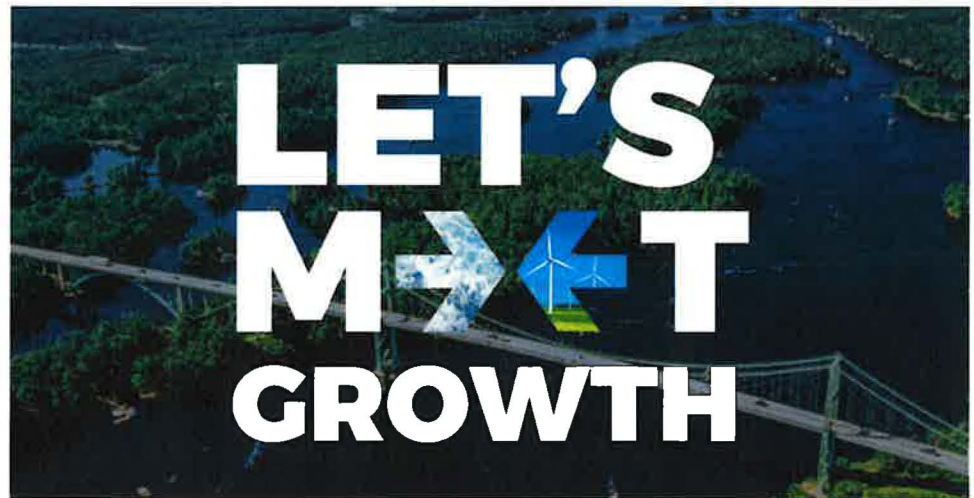
Development Authority of the  
North Country

Michelle Capone

Director of Regional Development

mcapone@danc.org

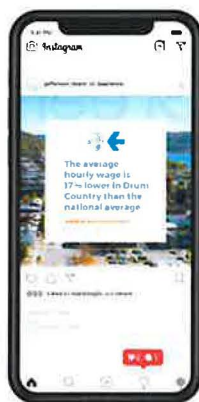
(315) 661-3200



We worked with the Development Authority of the North Country to rebrand their organization and develop an updated website. DANC is in charge of Drum Country Business which aims to attract medium to large-sized businesses to St. Lawrence, Jefferson, and Lewis counties.

We developed a much bolder, progressive identity to better position them in the future. This included the logo design, design and production of marketing collateral targeting key industries, and the website design and development.

Over the past 6 months we are now working with them to develop a unique campaign identity and strategy for implementation to attract workforce talent and business investments.



Educational Post



Event Post



Interactive Story

**ADDENDUM  
BLKDOG - Work Samples**

**Fairport Office of Community & Economic Development**  
 Martha M. Malone  
 Executive Director  
 marthamalone@fairportny.com  
 (585) 421-3240



The Fairport Office of Community & Economic Development (OCED) is an umbrella agency consisting of the following entities: Urban Renewal Agency, Section 8 Housing Program, Local Development Corporation, and Industrial Development Agency.

Over the past year we have worked together to rebrand the organization, focusing on their brand messaging, positioning, identity, website, and marketing collateral.

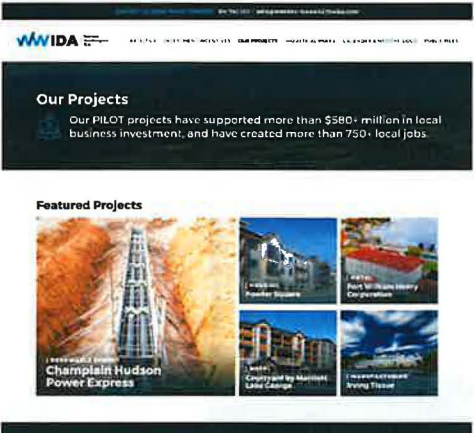
This process began with stakeholder interviews, as there has historically been confusion as to what the organization does for the community and services they provide. The new branding has positioned them to be a more "elevated" brand, representing their personalized approach towards working with businesses and individuals.



**ADDENDUM**  
**BLKDOG - Work Samples**

**Warren - Washington Industrial Development Agency**  
**Chuck Barton**  
 Chief Executive Officer  
 chuckbarton@warren-washingtonida.com  
 (518) 792-1312

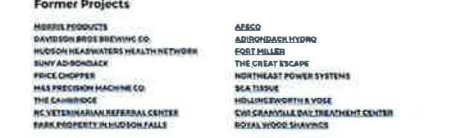
**WWIDA** | **Warren Washington IDA**  
**Promoting Local Investment**



The Warren-Washington Industrial Development Agency is a 2-county IDA that works in partnership with multiple other regional economic development agencies.

We worked with the WWIDA to rebrand the organization from their visual identity to marketing collateral, and website. Throughout this process we refined their messaging to clearly represent their role in economic development (amongst their other partners), and to better communicate to the community their "why".

Prominently featuring success stories that many businesses and residents are unaware of the IDA's work will also enable them to highlight their positive impact on the 2 counties.





**ADDENDUM**  
**BLKDOG - Work Samples**

Washington County Tourism  
 Laura Oswald  
 Director of Economic  
 Development  
 loswald@co.washington.ny.us  
 518-746-2291

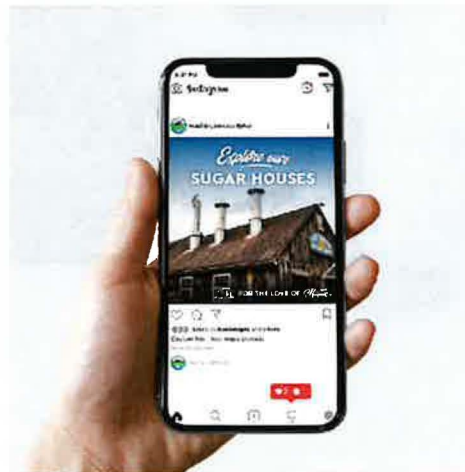


Since 2018 we have handled all of Washington County Tourism's marketing strategy, design, website, PR, and media purchasing, acting as the TPA for the county.

After rebranding WCT we have implemented a strategy that targets day and weekend trips due to the county's lack of traditional hotels. As a result, we developed trails (experiences) and heavily focus on events throughout the county. These pages have become some of the highest visited as a result of marketing actions.

These actions include copywriting and blog creation for organic SEO growth, targeted digital campaigns based on niche audiences, print collateral creation, and more. The result has been a 368% increase in website traffic since launch.

Additional initiatives include the creation of the Flannel Fall Crawl event and a STR strategy to capitalize on the county's collection of occupancy tax revenue from Airbnb and VRBO through their agreements with these platforms.



# ADDENDUM

## BLKDOG - Work Samples

**NYS Economic  
Development Corporation**  
Shelby Schneider  
Deputy Director  
schneider@nysedc.org  
(518) 426-4058

Since taking her position as Deputy Director of the NYSEDC we have provided graphic design services for event and print materials.

NYSEDC already had an established logo and color palette but needed these pieces to take the beginning steps to further building out their brand through print and signage pieces.

### IMPROVING THE QUALITY OF LIFE FOR ALL NEW YORKERS.

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- Prepare shovel ready sites and revitalize communities
- Grow talent pipelines that create career opportunities for all New Yorkers
- Attract industry, investment, and careers of the future

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NEW YORK STATE  
Economic Development Council

Learn more at [www.nysedc.org](http://www.nysedc.org)

@NYSEDC  
@NewYorkEconomicDevelopmentCouncil  
New York Economic Development Council  
518.426.4058  
info@nysedc.org

### CONGRATS SHELBY SCHNEIDER!

**Above & Beyond Women** 2023 AWARD WINNER

On behalf of the NYSEDC board, we congratulate Shelby on her well deserved honor!

All NYSEDC we develop economic development policies and programs that create vibrant communities and opportunity for all New Yorkers.

**EDC**  
NEW YORK STATE  
Economic Development Council

Learn more at [www.nysedc.org](http://www.nysedc.org)  
518.426.4058  
info@nysedc.org

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Economic Development Council

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518.426.4058  
info@nysedc.org

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518.426.4058  
info@nysedc.org

## **ADDENDUM**

### **Camoin - Work Samples**

#### **Nassau County Industrial Development Agency**

Catherine Fee

Associate Director

(631) 853-4669

Catherine.Fee

@SuffolkCountyNY.Gov

Suffolk County IDA (current role)

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#### **SERVICES:**

- Website Redesign and Deployment
- Economic Development Conditions Analysis
- Benchmark Assessment
- Real Estate Market Analysis
- Target Industry Analysis
- Branding Material
- Stakeholder Interviews
- Strategy Development

#### **THE CHALLENGE**

In early 2020, the Nassau County Industrial Development Agency (NCIDA) recognized the need for an economic development strategy that combined marketing, brand strategy, and the latest economic research. This strategic planning process occurred during a difficult time when industries and businesses were disrupted, and economic uncertainty was brought to light amid the COVID-19 pandemic. With this in mind, it became critical to home in on key economic opportunities to create a diverse and resilient economy able to withstand future economic disruptions.

#### **THE SOLUTION**

Nassau County IDA commissioned a team led by Camoin Associates to complete an Economic Development and Branding Strategy. This planning process included significant analysis of economic development conditions, real estate trends, target industries, and competitor locations as well as engagement with business, industry, and economic development leaders in the Nassau County community. Together this research, analysis, and stakeholder input culminated in key initiatives to drive Nassau County IDA towards their goals of improved brand position, enhanced IDA services, and expanded economic development leadership, capacity, and funding. The website created highlighted the county's value proposition in a way that was clear, accessible, and impactful for the key audiences.

#### **THE IMPACT**

The Nassau County IDA is actively working towards the goals identified in the 2020 Strategic Plan. Since the plan was completed, the IDA has launched an updated website with marketing materials that clearly directs businesses and partners to IDA services, information, and sites. Camoin Associates' work helped to install dashboards on their website to track the performance of Nassau County and its targeted industries.

**WEBSITE:** [nassauida.org](http://nassauida.org)

## **ADDENDUM**

### **Camoin - Work Samples**

#### **State of New Hampshire**

Adam Boltik

International Trade Resource  
Manager

Adam.T.Boltik@livefree.nh.gov  
(603) 271-0331

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#### **SERVICES:**

- Value Proposition and Positioning Assessment
- Target Industry Analysis
- Business Recruitment Strategy
- Stakeholder Interviews
- Organizational Assessment

#### **THE CHALLENGE**

Following the economic disruption of 2020, the State of New Hampshire Department of Business and Economic Affairs (DBEA) was eager for a fresh perspective to guide its business and investment attraction efforts. The Department wanted an approach that considered the state's most competitive sectors for attraction, refined and clarified the messaging and channels for marketing, and provided guidance on how to present the state's opportunities to target audiences.

#### **THE SOLUTION**

In coordination with efforts related to understanding the New Hampshire Life Sciences sector and the state's workforce opportunities, DBEA initiated a business recruitment and expansion strategy to guide the DBEA and their partners' efforts in the immediate and mid-term. The effort included significant research and data collection around the state's target industries, a state perception survey of non-New Hampshire based businesses, stakeholder interviews with industry and statewide leaders, best practice review, and strategic consideration of resource allocation.

#### **THE IMPACT**

The resulting strategy established protocols, programs, and approaches to attract private investment to New Hampshire. Specifically, recommendations to redesign the state's primary business attraction website (NHEconomy.com) and talent attraction website (ChooseNH.com) to incorporate best practices for economic development organization sites. Camoin Associates has since been hired to assist with the redesign of two of the state's key websites to better speak to the key audiences, ease navigation, and provide the type of information that is most critical to design makers. These efforts are still underway.

SEPTEMBER 8, 2023

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# THANK YOU

If you have questions about anything entailed in this proposal, please give us a call and we will happily discuss with you. As a customer-driven company we value our relationships with clients and work round the clock to satisfy your needs to the fullest extent. We strive with sincerity and commitment to deliver marketing and advertising services that will exceed your expectations. Our projects are built around close working, long-term relationships that deliver value and excellence for your organization. Through passion, commitment, and flexibility we promise to generate results that give you the tools to take your business to the next level. Our culture is to be with you each step of the way for skill and support, and to treat you as friends in each interaction.

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## CONTACT US

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Glens Falls, New York 12801  
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518-792-0500  
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