

RESOLUTION 19-07

**TO AUTHORIZE THE MAYOR TO SIGN A CONTRACT WITH
CHANDLERTHINKS, LLC FOR PLACE BRANDING**

WHEREAS, the City of Spring Hill, Tennessee recognizes that place branding can assist in making cities more desirable by creating a unified message across all levels of public and private interactions; and

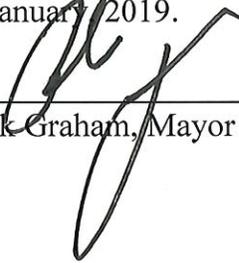
WHEREAS, the City of Spring Hill, Tennessee desires to establish a brand identity and process to better market the city for tourism and economic development; and

WHEREAS, the City of Spring Hill, Board of Mayor and Aldermen initially established a budget of \$50,000.00 via Resolution 18-120 from the hotel/motel tax for place branding, directing the Economic Development Commission to begin the RFQ process; and

WHEREAS, the Economic Development Commission has solicited consultants, conducted interviews, and now recommends Chandlerthinks, LLC to be the consultant for the City's Place Branding Project with a budget of \$66,000; and

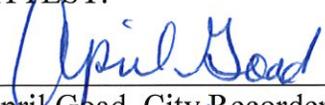
NOW THEREFORE, BE IT RESOLVED, that the City of Spring Hill, Board of Mayor and Aldermen authorizes the Mayor to sign a contract with Chandlerthinks, LLC and amends Resolution 18-120 to establish a budget of \$66,000 with funds being taken from the hotel/motel tax (\$50,000) and the remaining funds split between the Economic Development Commission and Legislative Department.

Passed and adopted this 22nd day of January 2019.



Rick Graham, Mayor

ATTEST:



April Goad, City Recorder

LEGAL FORM APPROVED:



Patrick Carter, City Attorney



REQUEST: *Approval of Resolution 19-07*
SUBMITTED BY: Kayce Williams, Economic Development Coordinator
DATE: January 7, 2019
RE: Contract for Place Branding RFQ
ATTACHMENTS: Draft Contract, Exhibit A (Scope)

PURPOSE:

To authorize the Mayor to sign a contract with Chandlerthinks, LLC for Place Branding

BACKGROUND:

After interviewing the top 3 responses from the Place Branding RFQ, the Economic Development Commission voted unanimously to recommend Chandlerthinks, LLC to be the consultant based on their qualifications, experience, project approach, capabilities and references. The EDC was joined by the Mayor, the City Administrator, and the Communications Department for the interviews and agreed with the EDC's recommendation decision. The draft lease is a standard template provided by the City Attorney and Assistant City Administrator.

FINANCIAL IMPACT:

The consultant submitted a proposed budget of \$66,000 for the items outlined in the RFQ. BOMA budgeted \$50,000 for Place Branding from the hotel motel tax. No additional budgetary funds will be required, only reallocation from EDC and Legislative.

STAFF RECOMMENDATION:

Staff recommends approval of Resolution 19-07.

**PROFESSIONAL SERVICES AGREEMENT BETWEEN
CITY OF SPRING HILL, TENNESSEE
AND CHANDLERTHINKS, LLC**

THIS AGREEMENT is made this the 22nd day of January, 2019 by and between **CITY OF SPRING HILL, TENNESSEE** (hereinafter "City"), Chandlerthinks, LLC, 106 Mission Court, Suite 102A, Franklin, TN 37067 (hereinafter "Consultant").

WITNESSETH:

WHEREAS, the City has determined to enter into an agreement with a consulting firm that affirms itself to have extensive experience in providing place branding; and

WHEREAS, the City submits that it has the authority to contract with Consultant to provide professional services for the work desired by the City; and

WHEREAS, by entering into this Agreement, Consultant affirms that it has extensive experience in developing a competitive identity for the purpose of building economic development, tourism, and community unity for the City of Spring Hill providing such services in a professional manner in accordance with the terms and conditions of this Agreement as well as the standard of care practiced by other consultants and professionals performing similar services within the industry.

NOW, THEREFORE, in consideration of the premises and recitals hereinabove set forth, which are incorporated herein by reference, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, and the mutual covenants contained herein, the City and Consultant agree as follows:

ARTICLE 1 - SCOPE OF SERVICES TO BE RENDERED BY CONSULTANT

1. Consultant shall perform all necessary professional services in a satisfactory and proper manner, consistent with the City's requirements for the Project and by reference made a part hereof, including, but not be limited to, the following:

a. See Attached Exhibit A (Proposal to Provide Professional Services)

2. All documents prepared by Consultant that form a part of the services rendered hereunder shall, upon completion of the exhibits, draft reports, presentation material, etc. will become the property of the City. Such documents shall not be used by either party on any other project, except as reference materials.

3. The City will furnish all information, data, reports and maps as are existing and identified by Consultant as necessary for carrying out the work that are available to the City without cost to Consultant.

4. Consultant shall have the authority to request work assignments necessary to obtain additional information to revise the cost of service study if required.

ARTICLE 2 – CITY'S RESPONSIBILITIES

The City will provide to Consultant all criteria and full information as to the Project's requirements, and shall furnish the following:

1. Provide Consultant with all known available information that is pertinent to the Project.
2. Meet with Consultant for ongoing discussions to assist in directing the consultant.
3. Give thorough and prompt consideration to all reports, exhibits or technical memorandums and other documents presented by Consultant and inform Consultant of all decisions within a reasonable time so as not to delay the work of Consultant (i.e. furnish approval or instructions for change).
5. Promptly schedule all required special meetings, serve all public and private notices, receive and act upon all protests.
6. Designate, in writing, a single person to act as Consultant point of contact with the City. The contact person for the City of Spring Hill will be Kayce Williams, Economic Development Coordinator. The alternate point of contact will be Victor Lay, City Administrator.
8. Give prompt written notice to Consultant when it is known that either the Project criteria or conditions have changed, or there is reason to believe Consultant work is deficient in intent or technical content.
9. Provide information previously assembled by others, including special census data, void analysis, marketing materials, and other special data or consultation.

ARTICLE 3 - TERM

1. The services of the Consultant shall be undertaken and completed by September 30, 2019, unless otherwise agreed upon by the City. Additional time may be provided at the discretion of the City.

ARTICLE 4 - FEES

1. In consideration of the performance of services rendered under this Contract, Consultant shall be compensated for services performed in accordance with Article 1, in the amount of Sixty -Four Thousand, Five Hundred Dollars (\$64,500.00). Reimbursable travel expenses shall not exceed One Thousand, Five Hundred Dollars (\$1,500.00) unless otherwise authorized in writing by the City. Reimbursable expenses shall be invoiced by the Consultant at direct expense to the City.
2. Invoices shall be submitted by Consultant to the City in monthly statements for services rendered, if any. The statements shall be based on percent completion of the lump sum amount, and incurred expenses. Each individual invoice shall be due and payable thirty (30) days after receipt.
3. If the City disputes any portion of Consultant invoices, the undisputed portion will be paid by the City, and Consultant will be notified in writing within ten (10) days of receipt of the exceptions taken to such invoice. The City and Consultant will attempt to resolve any payment dispute within sixty (60) days, and both parties agree that no action for collection thereon shall be filed within this time period.
4. If the City delays the Project for more than six months (6) beyond the designated date when work is scheduled to begin, which is more particularly defined as the date this Agreement is executed, then the lump sum as designated in Sub-Paragraph 1 of this Section shall be increased by three percent (3%) per year. The intent of this language is that the increase shall be cumulative, as a delay would cause Consultant to have to revisit the plans created in accordance with the designated start date as defined herein.

ARTICLE 5 - NOTICE

All notices, certificates or other communications hereunder shall be deemed sufficiently given and shall be deemed given when delivered by hand-delivery or mailed by first class, postage prepaid, registered or certified mail and addressed as follows:

If to Consultant:	Attn: Steve Chandler Title: Owner/Brand Strategist 106 Mission Court, Suite 102A Franklin, TN 37067
If to City:	Attn: Victor Lay Title: City Administrator 199 Town Center Parkway Spring Hill, TN 37174
Copy to:	Patrick M. Carter, Esq. City Attorney P.O. Box 1431 Columbia, TN 38402-1431

ARTICLE 6 - TERMINATION

1. This Agreement may be terminated by either party upon thirty (30) days' written notice should the other party fail substantially to perform in accordance with the terms outlined herein through no fault of the party initiating the termination.
2. This Agreement may be terminated by Consultant in the event that the City permanently abandons the Project.
3. In the event of termination by either party, Consultant shall be compensated for all services performed prior to the termination date.

ARTICLE 7 - DISPUTE RESOLUTION AND GOVERNING LAW

1. The City and Consultant shall attempt to resolve conflicts or disputes under this Agreement in a fair and reasonable manner and agree that if an informal resolution cannot be achieved, the parties shall submit the matter to a mutually agreed upon mediator in an attempt to resolve the dispute through the mediation process. Such mediation process shall be initiated by a request in writing by either party.
2. The mediation provision can be waived by the mutual consent of the parties or by either party if such party's right would be irrevocably prejudiced by a delay in initiating a legal proceeding.
3. Governing Law, Venue and Jurisdiction: This Agreement shall be governed by and construed in accordance with the laws of the State of Tennessee. The venue and jurisdiction for any dispute arising pursuant to this Agreement shall be in the Circuit Court for Maury County, Tennessee.

ARTICLE 8 - BREACH

1. The term "breach of agreement" specifically includes, but is not limited to, failure to comply with any applicable federal, state or local laws or regulations.

2. One or more waivers of breach of any provision of this Agreement by any party shall not be construed as a waiver of subsequent breach of the same provision, nor shall it be considered a waiver of any other then existing or subsequent breach of a different provision.

3. The substantially prevailing party in any legal proceeding hereunder by and between the parties shall be entitled to their reasonable attorney's fees and court costs incurred in said legal proceeding.

ARTICLE 9 - MODIFICATION

This Agreement shall not be modified unless such modifications are evidenced in writing in the form of a written Amendment, which is signed by both the City and Consultant. Should any changes in the design of the Project be necessary, the City's designee shall report such change to Consultant in writing. If the City determines that any changes in work are necessary to complete the Project, then Consultant shall be allowed compensation based upon the original contract terms, including the additional work in the overall cost of the construction of the Project.

ARTICLE 10 - INDEMNITY AND HOLD HARMLESS

1. City shall agree to indemnify and hold Consultant its officers, agents and/or employees, harmless from and against any and all lawsuits, damages and expenses, including court costs and attorneys' fees, by reason of any claim and/or liability imposed, claimed and/or threatened against the City, its officials, agents and/or employees, for damages because of bodily injury, death and/or property damages arising out of or in consequence of the performance of services under this Agreement to the extent that such bodily injuries, death and/or property damages are attributable to the negligence of the City, its agents, employees, or any other entity for which the City may be found to be legally liable. This provision shall survive the completion of all services, obligation and duties provided pursuant to the Project, or the termination of this Agreement for any reason.

2. Consultant shall agree to indemnify and hold the City, its officers, agents and/or employees, harmless from and against any and all lawsuits, damages and expenses, including court costs and attorneys' fees, by reason of any claim and/or liability imposed, claimed and/or threatened against Consultant, its officials, agents and/or employees, for damages because of bodily injury, death and/or property damages arising out of or in consequence of the performance of services under this Agreement to the extent that such bodily injuries, death and/or property damages are attributable to the negligence of Consultant, its agents, employees, or any other entity for which Consultant may be found to be legally liable. This provision shall survive the completion of all services, obligation and duties provided pursuant to the Project, or the termination of this Agreement for any reason.

ARTICLE 11 – INSURANCE

Consultant shall maintain, during the term of this Agreement, or any extension hereof, the following insurance policy, written by an insurance company authorized to do business within the State of Tennessee, and furnish City, in duplicate, Certificates of Insurance as evidence thereof:

1. Worker's Compensation: Providing coverage in compliance with the laws of the state in which any part of the work is to be performed, and Employer's Liability Coverage in the minimum amount of the statutory limit for each occurrence.

2. Comprehensive (Commercial) General Liability Insurance: Bodily injury and property damage combined single limit in the minimum amount of \$1,000,000.00 for each occurrence.

3. Automobile (Business) Liability Insurance: Bodily injury and property damage combined single limit in the minimum amount of \$1,000,000.00 for each occurrence, \$1,000,000.00 aggregate.

4. Professional Liability Insurance: Professional liability insurance covering claims arising from errors, omissions or negligent acts committed in the performance of professional services under this Agreement with limits of \$1,000,000.00.

ARTICLE 12 - SEVERABILITY

In the event any provision of this Agreement or any instrument delivered in connection herewith shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provisions hereof or thereof.

ARTICLE 13 - BINDING EFFECT

This Agreement shall inure to the benefit of and shall be binding upon the parties and their respective heirs, administrators, successors and assigns.

ARTICLE 14 - INDEPENDENT CONTRACTOR RELATIONSHIP

It is specifically understood that Consultant relationship with City shall be that of independent contractor and Consultant shall in no sense be considered an agent or employee of City, nor shall Consultant be, as a result of the relationship established by this Agreement, entitled to or eligible to participate in any benefits or privileges extended or given by City to its employees, notwithstanding this Agreement.

ARTICLES 15 - HEADINGS AND EXHIBITS

The paragraph headings in this Agreement are for convenience only, and they form no part of this Agreement and shall not affect its interpretation.

ARTICLE 16 - FORCE MAJEURE

Consultant shall not be liable to City or be deemed to be in breach of this Agreement for any failure or delay in rendering performance arising out of causes beyond Consultant reasonable control and without its fault or negligence. Such causes may include, but are not limited to, acts of God or the public enemy, terrorism, significant fires, floods, earthquakes, epidemics, quarantine restrictions, strikes, freight embargoes, or Governmental Authorities approval delays which are not caused by any act or omission by Consultant and unusually severe weather. Consultant agrees to notify City of the existence and nature of any delay.

ARTICLE 17 - ENTIRE AGREEMENT

This Agreement and accompanying documents contain the entire agreement between the parties with respect to the subject matter hereof and all prior or contemporaneous written or oral agreements with respect to the subject matter hereof are superseded hereby.

IN WITNESS WHEREOF, the City has caused this Agreement to be signed by its authorized representative, and Consultant has caused this Agreement to be signed in its corporate name by its authorized representative as of the day and year first written above.

CITY OF SPRING HILL, TENNESSEE

By: _____
Rick Graham, Mayor

Steve Chandler, Owner
CHANDLERTHINKS, LLC

By: _____
Steve Chandler

Steve Chandler
(Print Name)

**CITY OF SPRING HILL
REQUEST FOR QUALIFICATIONS
Place Branding
Tuesday, November 13, 2018
2:00 P.M.**

Attendees:		
NAME	COMPANY	EMAIL ADDRESS
Patti Amorello	City of Spring Hill	pamorello@springhilltn.org
Victor Lay	City of Spring Hill	vlay@springhilltn.org
Chuck Downham	City of Spring Hill	cdownham@springhilltn.org
Kayce Williams	City of Spring Hill	kwilliams@springhilltn.org
April Goad	City of Spring Hill	agoad@springhilltn.org
Results:		
COMPANY	ADDRESS	NOTES
Avant Marketing Group	1982 Councourse Dr., St. Louis, MO 63146	
Younger Associates	97 Directors Row, Jackson, TN 38305	
Stamp Idea Group, LLC	111 Washington Ave., Montgomery, AL 36104	
Chandlerthinks	106 Mission Ct., Ste. 102A, Franklin, TN 37064	
North Star Destination Strategies	1023 Kings Ave., Jacksonville, FL 32207	
<p>State of Tennessee Maury County City of Spring Hill</p> <p style="text-align: center;">I hereby certify that this is a true copy of the original documents. Description: <u>RFQ-Place Branding</u> This, the <u>13th</u> Day of <u>November</u>, 2018.</p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 30%;">  <p>April C. Goad, Notary Public City Recorder, City of Spring Hill, Tennessee</p> </div> <div style="width: 30%; text-align: center;">  </div> <div style="width: 30%; text-align: right;"> <p>My Commission Expires: June 28, 2020</p> </div> </div>		

Proposal for:

CITY OF SPRING HILL, TENNESSEE

Request for Qualifications - PLACE BRANDING

Chandlerthinks, LLC
106 Mission Court, Suite 102A
615-498-8313
Federal tax ID #: 81-1141897
Steve Chandler, Owner; 615-498-8313; steve@chandlerthinks.com

The Chandlerthinks Branding Approach



The Process for Branding The City of Spring Hill, Tennessee

Project Statement

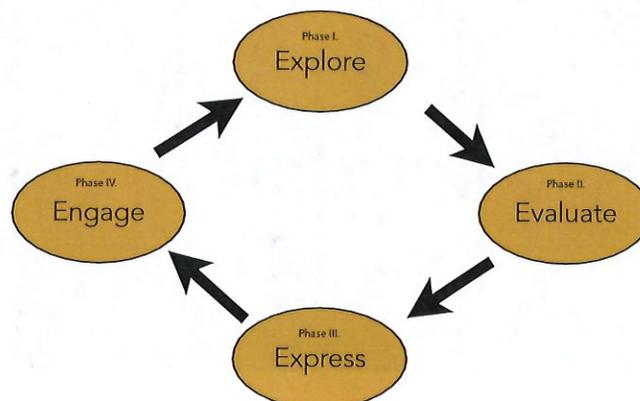
We have read your Request for Qualifications and Chandlerthinks fully understands the requested project's intent and desired deliverables. We have led many projects of this same scope before and look forward to showing you our approach in the subsequent pages, and hope

We have a branding process called the **Place Brand Explorer**. It was created to help small- to mid-sized communities navigate through the delicate process of discovering, exploring and promoting their strongest brand position. The Brand Explorer was developed from a track record of working with more than 45 communities in more than 19 U.S. states — all with the same common desire to create a destination of distinction. And one more thing; the Brand Explorer program is designed to not just identify your strongest brand, but to also **show you how to create traction within the community so it works harder and smarter for you.**

The stages of the Place Brand Explorer program are listed below. We've indicated how our branding process aligns with your requested proposal content:

- **Phase I > Explore (RESEARCH)**— Before we can tell your story, we must first learn it. We evaluate a destination based on three perspectives of information: 1) What do you say?; 2) What do you deliver?; and 3) What do others say? This research is a building block from which brand truths emerge — the foundation for building a competitive identity.
- **Phase II > Evaluate (STRATEGY)** — What does all the research say and how does it reveal your sense of place? This phase is crucial as we begin to build the architecture for your brand platform and identity moving forward.
- **Phase III > Express (POSITIONING DELIVERABLES)**— It is all about telling your story. In this phase, the brand materializes creatively and develops into the expressions that will get attention from others. Our focus is crafting the destination story so it can be told to others AND so others can be your storytellers as well.
- **Phase IV > Engage (PLAN OF ACTION and MEASURING)**— This covers how to integrate the elements of your destination brand into the fabric of the community so it creates traction and is delivered by everyone at the various customer touch points. We call this the **Brand Navigator** because it gives you the navigational tools you need to deliver your story not only in your own marketing efforts, but also to engage others in doing the same within their operations. During this phase, we also propose to incorporate public relations to further engage your community and the media

Brand Explorer Program

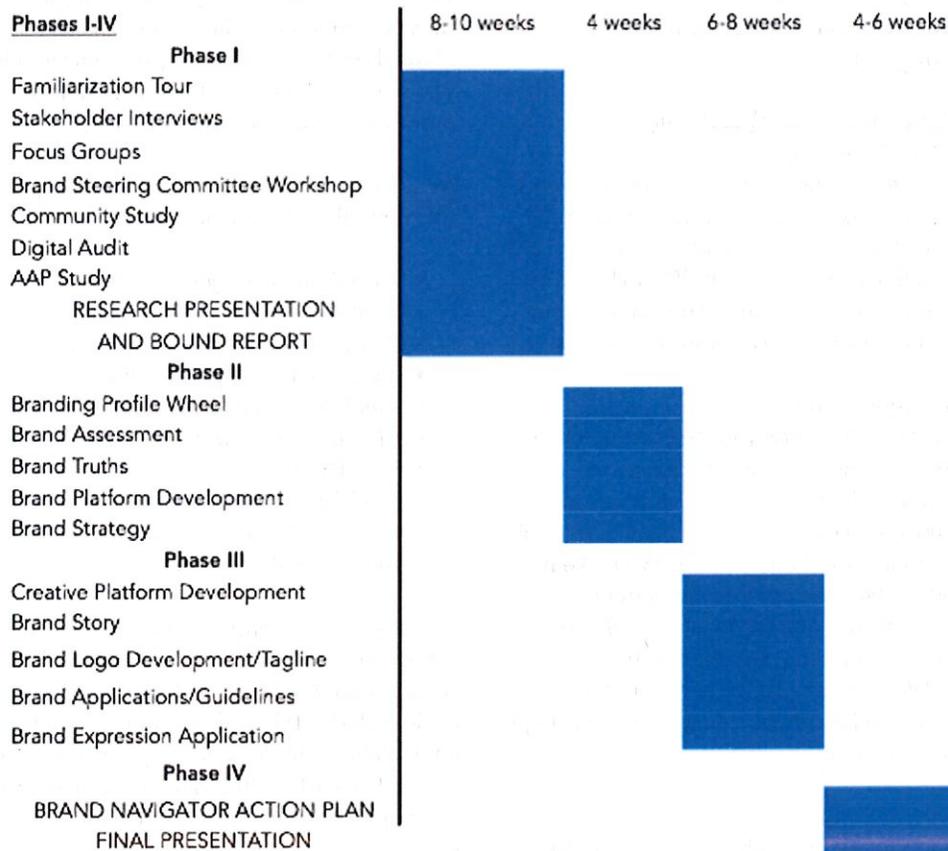




Spring Hill Branding Project Timeline

Project Timing Statement

A typical community branding project takes anywhere between 6 and 9 months. We plan these projects accordingly and manage the process to stay on task. Meetings, approvals, holidays are all part of the process and are planned into the timeline as well.



PROCESS: Phase I. Explore (RESEARCH)

Learning the Spring Hill Story



Getting started on the project.

We'll put you to work a little and ask that you provide us with some basic background information, such as: history, community events, attractions, selling points for the area, organizational structures and of course, your recent marketing messages. But we make it easy. A 30-minute phone call with your project point person will begin the project work. We will then provide a proposed project schedule, itinerary and check-list of items needed to begin.

Community Perceptions — What does your own community say about the City of Spring Hill?

Community Cultural, Tourism and Economic Development Writer Fam Tour

This is the time for you to show off your community and make a first impression on a one-day tour of Spring Hill. Why not? It is exactly how new residents, businesses and visitors first encounter your community. We will have you give our team the tour that gives us a snapshot of your cultural, tourism, and economic development assets.

Community Perception Study

This is a quantitative online survey for the community to have a role in this process. The survey consists of approximately 20 questions each aimed at uncovering a perspective on how the community sees itself. Our goal is to complete a minimum of 300 surveys. We make it available by working with the community partners (Chamber, City, downtown groups, local media) and posting the survey link on their websites or through member emails. We can also distribute the survey through Facebook and NextDoor. Our goal is to engage and listen to the community.

Specifically, the survey measures:

- Recommendation of Spring Hill as a place to live, do business and visit
- Adjectives that best describe Spring Hill
- Greatest assets of Spring Hill
- Rankings and ratings of how well Spring Hill delivers on quality of life
- Opinions on the current brand
- And much more

Many of these create benchmarks for future measurement. We call them Brand Performance Measures (BPIs).

Stakeholder Interviews and Focus Groups

These are meetings with your main stakeholders. This allows the project to have input from virtually any influential leader whose buy-in and endorsement will be important for moving your branding initiatives forward.

We will conduct a minimum of 15, but up to 30 interviews that should include:

- Mayor/City Manager/County Judge
- Council members
- Chamber of Commerce Director
- Economic Development Director
- A realtor (for family recruitment)
- A heritage organization
- Parks Director
- Hotel Operators/Managers
- Attraction Owner Operators
- And others that matter

Focus groups will engage input from a broader collection of stakeholders. We suggest four groups consisting of 8-12 people. Possible groups to assemble could include: 1) brand steering members or the immediate champions of this project; 2) cultural-hospitality leaders; 3) business and economic development leaders; and 4) healthcare and education leaders.

Here, we will learn perspectives on the following:

- Spring Hill's greatest weaknesses/strengths
- Typical Spring Hill customer groups and why they do business in the area (or visiting the area)
- Spring Hill's most well-known and strongest assets
- Spring Hill's history and its vision for the future
- Spring Hill's attributes and personality traits
- Spring Hill's issues to recruiting talent and families to your community

Explore — (continued)



Public L&L (Listening and Learning) Meetings

It's important to educate the public in this process. We conduct a community branding 101 for anyone who wants to learn about the process. This includes insights into the experience we've learned about why city branding works, but also educate them on why the process is so much more than a logo. This is helpful as we proceed with the branding process, but also so your community is prepared to implement it and get others accepting and engaged to help make it successful. We will conduct two Public L&L meetings with up to 75-100 people in attendance at each (we use your help in locating a facility).

Outsider Perceptions —

What do others say about your community?

Attitude Awareness and Perception Study

This is a quantitative research method. But it is targeted to hear the truth about who you are from "your neighboring communities." We use this research to hear the opinions on what outsiders are saying about Spring Hill, so we can compare to how you see it. We will target a completed answer quantity that gains a 95% confidence level +/- 7% margin of error. We start with existing opt-in email lists (people that have already stated they do not mind receiving research emails) and expand to phones if additional quantities are needed.

Specifically, the survey measures:

- Overall top-of-mind perceptions of Spring Hill
- Consumer visitation frequency
- Rating of assets in Spring Hill
- Distinguishable characteristics ratings
- Reputation of Spring Hill to outsiders

Community Marketing - Digital Audit - Identity Assessment

It's no secret. Economic development site selectors do almost all of their initial research online before making a phone call to the community. It's also how business talent and families research possible new communities. People are already talking about Spring Hill. Do you know what they are saying?

Digital Audit deliverables:

1. **Community promoters** (City/Chamber/Econ/Tourism/Downtown). How does what you say, post and show tell others who you are and what they can expect?
 - website voice: content, colors, photos; social media voice: content, graphics, photos
2. **Community participation.** Does the community (residents and local businesses) talk about itself? Do visitors? This is evaluated by watching the place name on social media through search and hashtags. What are people often saying? What images do they share? How does this compare with other communities?
3. **Reviews.** What are people saying about your community in the areas of cultural attractions and dining. Are there things to do? Does it make a memorable impression (good or bad)? What assets stand out? We mostly look at reviews and ratings from Google, TripAdvisor and Yelp.
4. **Search.** What do people find when they search your community name? What websites grab their attention? What do search images say about who you are? How does your community and its assets search results compare versus other communities? Are people looking for you? And if so, what do they find?
5. **Competitor Marketing Strategies.** How are your competitors marketing themselves? Is it good or bad?

Phase I. Explore: Summary of Deliverables

- The deliverable for Phase I will be the delivery of a bound master research report with an executive summary of all findings. This will include six (6) printed bound copies and one (1) electronic copy of the final research report.
- A brand research presentation.

PROCESS: Phase II. Evaluate (STRATEGY)

What is the most compelling Spring Hill story?



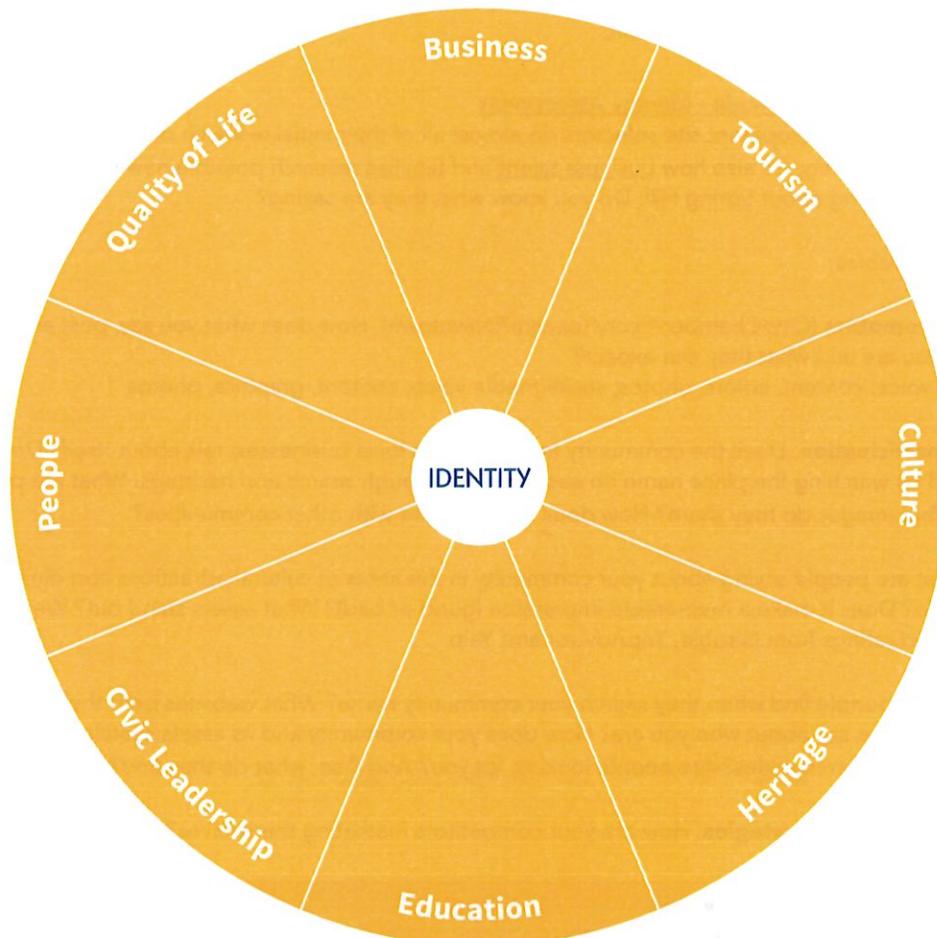
At this point we've reviewed a lot of research about Spring Hill. Much of it came from inside the community and some from the outsider's perspective. So what does it all mean? Our process does not look at any one research question, rather it looks for the common themes that arise from all of it. We will more than likely find out that your community is many things, but some common truths will reveal your strongest and most distinct identity.

The strategic direction in Phase II helps create the brand story and identity that will soon follow.

Branding Profile Wheel

Your branding profile wheel is an exercise we use to reveal how all of your community's assets work together to make Spring Hill a great unique destination. It also shows how everything connects to a common branding "core identity." The more everyone works together, the stronger destination brand you will have. This can also reveal where further work and development need emphasis. We will fill in the wheel with real experiences in your community. It includes your architecture > your name; marketing; community personality; notable businesses, education systems, partnerships, attraction themes, historical story, downtown energy, art culture, and the strength of your public and private leadership.

As you can see, it all matters. This exercise will reveal exactly what members of the community should be involved in the branding process ahead.



Evaluate — (continued)



Brand Sensory Assessment

One of our philosophies is that CITIES deliver experiences more through the SENSES than a logo. If we want to create a strong sense of place, we need to learn to engage the senses. All great destinations do this. The senses that are most engaging in Spring Hill will tell us where we deliver a memorable experience. People will brag about what and where they eat, what they see (think selfies), things they do, and the sounds or words they hear. Those are where the lasting take-aways occur.



Brand Truths

These are the 3-4 (sometimes 5) undeniable things learned from all of the research that must be considered when developing a brand direction for Spring Hill. They speak truths and cannot be ignored. It's a simple step for making sense out of all we have learned.

Brand Platform Development

As simple as it may appear, your brand promise is the single most strategic statement that proclaims Spring Hill' brand and how it can deliver a promise better than anyone else. After all, isn't that the idea? This brand promise should be the measurement for all branding efforts — logos, taglines, advertising, development, events ... you get the picture. But it should also be the platform that all future branding efforts are built on. We will identify your brand promise so this platform is firmly established for what will follow.

Brand Strategy

A strategy is a scheme to overcome a challenge. Some say the essence of strategy is sacrifice. We will show you how to make a bold statement versus trying to say all things to all people. We will develop the Spring Hill brand strategy in a way that simply and succinctly says how to apply your brand in everything you do.

Off of this brand strategy we identify who are the key audiences and groups that must be targeted and promoted in Spring Hill branding.

Phase II. Evaluate: Summary of Deliverables

- Live presentation of recommended branding direction for the City of Spring Hill. This presentation will also include a summary of the research findings from Phase I.

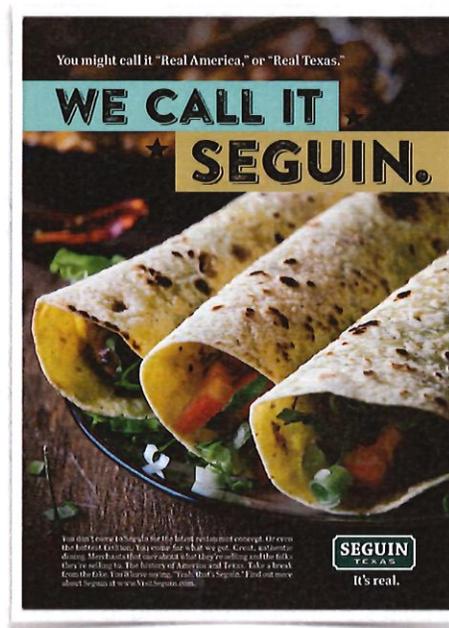
PROCESS: Phase III. Express

Telling the Spring Hill Story



The deliverables for teaching you how to tell the City of Spring Hill story are:

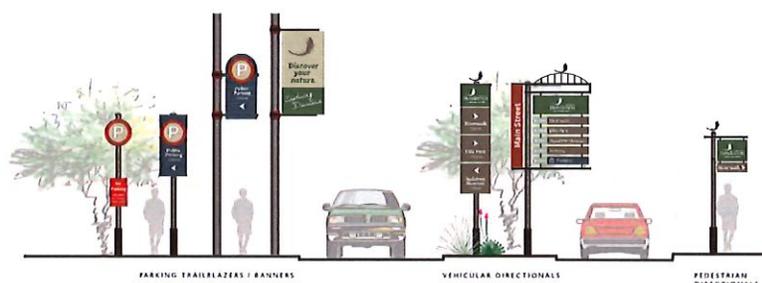
- **Brand Story** — We start the brand creative process by developing your story. We use written narrative and “adcepts” to help bring out the big idea that your community delivers best, as described in the brand strategy. There are a number of ways you will want to talk about Spring Hill depending on the audience. We’ll apply the results of your new brand strategy and positioning to show how to ‘talk the talk’ in your refined brand voice so Spring Hill understands how to communicate effectively and in brand, to the various audiences within the community.
- **Creative Brand Theme** — Once the story is identified, we show how to apply messaging into areas of your community such as an ad for economic development or tourism or simply, lifestyle. It may be a marketing program aimed at building downtown shopping or wayfinding that introduces your community. We will give you at least three conceptual ideas for a campaign that builds off of the brand story created for Spring Hill.



Brand expression application

Community branding involves more than pretty ads and logos. Now that we’ve developed a brand story, we show how the story is applied to various marketing messages. We will do this for up to six applications. Often these are items such as: wayfinding, dining programs, points of interest signs or downtown pole banners. Maybe it’s a program for unifying merchants or restaurants? Perhaps it’s a social media idea that engages Millennials? Or perhaps it’s a community art program engaging local school children?

Some examples of these types of expressions developed during recent community branding projects are below.



Express — (continued)



Logo Development and Tagline — Nothing has derailed community branding efforts more than the misunderstandings of a logo and tagline. We've been through the process before and can help create a strong identity that reflects your branding strategy — an image that tells a story without saying a word.

We start with logo concepts for your review and input on strategy, direction, and tone. We will show more than one or two. You'll see several ideas all reflecting the brand direction from Phase II. Once a logo concept is chosen, we will finish it out with color and details to completion

The tagline, most often is created out of the previous brand story development. A good tagline is the beginning of a much bigger story, but strong enough to provide a single thought that should make people want to know more. Isn't that the idea? We will develop several lines in the process, but we will force you to pick just one. That's the hard part.



Logo Guidelines and Standards — This simple, but effective, style guide will show how to use your new logo and how to protect it. The style guide will be provided in Word format for client markup and include, but not be limited to: Permissible uses of logo and variations, size, spacing, color and typography; examples of incorrect usage; and trademark registration. The final guide will be provided to you in PDF and Word format. This will also include the overall color palette and type face for the branding direction.



Phase III. Express: Summary of Deliverables

- Positioning copy and community brand story
- Creative "adcepts" and a central idea to drive branding for the City of Spring Hill
- Application of the creative direction to up to 6 various marketing messages
- Logo development for Spring Hill
- Tagline development
- Logo guidelines and standards
- Brand guide

PROCESS: Phase IV. Engage

Brand Navigator Action Plan



The best creative concepts do nothing if there's not a plan to get them off the ground and a process for creating community ambassadors. This last part of the project has two components: a Brand Experience Action Plan.

Brand Navigator Action Plan

Branding a community only works if there is a plan of action to create traction. The Brand Navigator Action Plan is where the rubber meets the road. It powers Spring Hill' brand platform to reinforce an authentic identity and build a reputation from the ground up and from the inside out. It provides you with the tools for building and executing both an internal and external brand marketing program.

A branding action plan will be created for Spring Hill to begin implementing its own marketing efforts, but also to create traction among stakeholders, community leadership and target markets. This is not a bowl of lofty ideas. This is a real plan that provides prioritized strategic recommendations on where you need to begin in order to implement the identified brand platform.

This plan will address:

- Priorities, timelines and accountability for measuring the progress of the branding process.
- The immediate organization that should be assembled so your stakeholders remain engaged and involved in implementation.
- Recommendations for creating traction with the new branding direction including: suggested paid and earned media, retail programs, economic development actions, tourism promotion ideas, educational involvement, signs recommendations and tactics for creating some quick "wins" that help build community and target market support. An example of the RoadMap that summarizes this plan is shown.

We will present the Brand Navigator Action Plan key elements to the City of Spring Hill branding committee and key stakeholders. This will include presentations and visuals to facilitate large and small groups, and will allow people to see and feel the brand in words and actions.

Brand Navigator Action Plan Roadmap

Brand Implementation Roadmap Recommendations	Budget Ranges	1-3 mos	4-6 mos	6-12 mos	12+ mos
Section I: Build Your Community Identity					
1.1. Appoint a Community Lead or Brand Ambassador	\$41,000 - \$65,000 annual salary	X			X
1.2. Consider a Community Brand Foundation	\$0 - \$10,000	X			
1.3. Create a Brand Vision and Understanding	\$100 - \$200	X			
1.4. Create the Brand	\$100 - \$500	X			
1.5. Identify Funding and Resources	\$0		X		
Section II: Measure the Brand on Progress by 12-Month Community Study					
2.1. Develop a Brand Survey based on your branding package	\$500 - \$2,000		X		
2.2. Create a Digital Footprint	\$1,000 - \$15,000		X		
2.2.1. Brand Website	\$0		X		
2.2.2. Social Media	\$0		X		
2.2.3. Content	\$0		X		
2.2.4. Promote Brand and Website URL	\$0		X		
2.2.5. Assign Responsibility for Managing Content Sites	\$0		X		
2.2.6. Integrate Social Content and Existing Marketing	\$0		X		
2.2.7. Track the Execution - Overview Brand Marketing	\$0		X		
2.2.8. Create a Community Brand Video	\$10,000 - \$15,000		X	X	
2.2.9. Social Media	\$10,000 - \$15,000 monthly		X		
2.2.10. External Activities - Green Symposia	\$0		X		
2.2.11. Audit and Update Web Assets	\$0		X		
2.2.12. Create a Monthly Local Ambassador Program	\$0		X		
Section III: Share and Engage with Citizens - Make the Brand Message Easy to Communicate					
3.1. Public Activities - Identify your stakeholders	\$0		X		
3.1.1. Establishing press relations	\$200 per presentation		X		
3.1.2. Introduce to key community groups	\$2,000 per event half		X		
3.1.3. Build media publicity - highlighting the Community Like Story	\$1,000 - \$2,500		X		
3.1.4. Create handbooks for stakeholders outreach	\$0		X	X	X
3.1.5. Roll out into the community	\$0		X		
3.1.6. Promote via mail and personal to community	\$0		X		
3.1.7. Gather testimonials	\$0		X		
3.1.8. Build the Business	\$0		X		
3.1.9. Promote through email	\$0		X		
3.1.10. Create a community calendar	\$3,000 - \$5,000 per presentation & tables		X		
Section IV: Start Living a Great Life					
4.1. Brand your location	\$100,000 - \$200,000		X		
4.1.1. Wayfinding and welcome signage program	TBD		X		
4.1.2. Create a Visitor Guide	TBD		X		
4.1.3. Cleanup Major Locations Throughout the County	TBD		X	X	
4.1.4. Events	TBD		X		
4.1.5. Community Clean-Up	TBD		X		
4.1.6. Events Programs	TBD		X		
4.1.7. Business Walkways	TBD		X		
4.1.8. Social Media	TBD		X		
4.1.9. Engage Schools	TBD		X		
4.1.10. Municipal County Arts Commission	TBD		X		
4.1.11. FDOT	TBD		X		
4.1.12. Local Businesses	TBD		X		
4.1.13. Parks, Marina and State Parks	TBD		X		
4.1.14. Developer Partnerships	TBD		X		
Section V: Start, Reconnect and Engage Key Organizations					

An example of the Brand Navigator Action Plan Roadmap listing actions, priorities, timing and approximate budget ranges.

Branding Evaluation and Measurement

How do you begin to measure this entire branding initiative? Should it result in increased business investment or higher generated sales tax dollars? It is really not fair to assign those areas of increase solely to better branding. But you can, and should, create new measurements for success. We place emphasis in outlining the benchmarks from this project's research that should continue to be used in measurements, as well as establishing new measures never before used.

Phase I. Explore: Summary of Deliverables

- The deliverable for Phase IV (final report) will be the delivery of a bound master report with an executive summary of the entire program. This will include six (6) printed bound copies and one (1) electronic copy of the final report.
- A final brand research presentation.



Proposed Budget - Costs

The project price for the Brand Explorer and Brand Navigator is **\$64,500**. This is a firm fixed project price.

The costs breakouts for the phased work are as follows:

Phase I > Explore: research	\$ 19,500
Phase II > Evaluate: strategy and brand platform	\$ 7,500
Phase III > Express: creative development and brand storytelling	\$ 25,500
Phase IV > Engage: Brand Navigator	\$ 12,000

Travel Costs	\$ 1,500
(Travel costs are <u>not</u> included in this project price and will be capped at \$1,500)	

Optional Branding Tools > these tools are simply suggestions and are considered additional services/ additional costs to what is included in the branding proposal.

Brand website	\$5,000
(Occurs at beginning of project - once we receive all copy and images, we work towards getting the site launched prior to the in-market visit)	
Brand Video	\$15,000 - \$20,000
(would be produced after Phase IV and would be added to Phase IV costs)	
Brand Coaching (at end of project)	\$10,000
(occurs at the end of the project and delivery of the Brand Delivery Plan document extending for a period of 12 months with two onsite training visits)	
Jumpstart Branding Public Relations	\$18,000
(occurs at beginning of project and for four months following branding launch - fees would be added to Phase IV costs)	