



**Request for Proposals
Rebranding, Positioning, and Marketing Services**

Proposals Due by October 29, 2021



CITY OF APPLETON REQUEST FOR PROPOSALS

**CITY OF APPLETON
REBRANDING, POSITIONING, AND MARKETING SERVICES**

Appleton, Wisconsin

CLOSING DATE FOR PROPOSALS: October 29, 2021 at 4:30 p.m.

Proposals must be received at brand@appleton.org on or before the closing date and time indicated above.

Please send the proposal to the attention of: **Sheng Riechers, Senior Communications Specialist**

Statement of Need

As the City embarks on the second decade of the 21st Century, it needs a new logo and overall branding. Appleton's current logo was commissioned by Mayor Richard De Broux, designed, and adopted in 1994 as City Hall moved into its current location in City Center. While the themes of the existing logo around economic vitality and sustainability remain important aspects of the community, our City has grown and changed over the last 27 years in ways that would better be represented by new imagery and typography. Leaving the City's brand unchanged could put the City of Appleton at a competitive disadvantage.

Branding is more than just the logo; it touches every aspect of the City's visual representation and the ways in which the City describes itself. Inconsistent use of the existing logo, including misuse of design elements such as color palette, not only weaken the City's brand identity, but it can also create doubt around official documents and City representatives. Presently, there are at least a half dozen graphic representations of the City of Appleton in official use that incorporate inconsistent design elements such as apples, trees, etc.

A clear, consistent brand should support the City's strategic priorities. It should also improve service to residents by stating and reinforcing the City's values. Finally, the City's brand should serve as a point of pride for the taxpayers of Appleton.

Purpose

The purpose of this Request for Proposals (RFP) is to solicit proposals to establish a contract through competitive negotiation with a qualified consulting firm with experience in municipal identity/branding, including development of a brand values statement, market research (both quantitative and qualitative), and messaging/positioning development; logo development and associated graphic standards; and recommendations for brand implementation from initial rollout to development full transition to a new brand.

The City of Appleton is seeking the development of a comprehensive brand marketing campaign to drive business attraction and retention, energize current residents, position the municipality as a desirable community for relocation, and to enhance general perception. The successful execution of this project will create positive impressions of the City to existing and prospective residents, businesses, visitors, and employees. Considerations must be made to include City, business and industrial assets, tourism initiatives, special events, parks and recreation amenities, and cultural and historical assets. Further, the initiatives must be adaptable to various functions, which include, but are not limited to destination marketing, economic development, and professional recruitment and (employee and resident) retention.

City Background

The City of Appleton is a “full-service” municipality employing approximately 640 individuals (FTEs) in a wide range of specializations including police and fire protection, public works-related services including refuse pickup, street construction, maintenance and cleaning, snow and ice control, planning, inspection, health, parks and recreation, library, mass transit, water and wastewater disposal services, among others. This branding initiative should take into consideration how the City’s overall brand and positioning will accommodate or incorporate the follow departments, which may or may not have their own logo/brand guide:

- Appleton Public Library
- Department of Public Works
- City Attorney/Legal Services
- Utilities
- Technology Services (IT)
- Parks, Recreation & Facilities
- Valley Transit
- Human Resources
- Police
- Fire
- Finance
- Health
- Community and Economic Development
- Mayor

2020 Census Data:

Population: 75,382

Median Household Income: \$60,129

Total Households: 31,049

Total Housing Units: 32,104

Number of Firms: 5,714

Percent of households with a broadband internet subscription: 86%

Race: White 80.7%, Asian 7.4%, Hispanic/Latinx 6.1%, Black/African American 3.4%, Multiracial 2.3%, Native American 0.6%

2020 National Recognition:

#1 [Best Place to Raise Kids](#)

#13 [Most Livable Small City](#)

#6 [Best Place to Live on a \\$60,000 Salary](#)

#9 [Best Place to Work in Manufacturing](#)

#10 [Best City for Remote Workers](#)

Project Contact(s)

Sheng Riechers

Senior Communications Specialist

Office of the Mayor

100 N. Appleton Street

Appleton, WI 54911

Desk: 920-832-5814

Cell: 920-419-0292

Email: sheng.riechers@appleton.org

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GENERAL INFORMATION

General Information and Requirements

1. In accordance with WI Statutes, all proposals received, and all materials contained therein, once opened are public record, and subject to disclosure to any person, organization, or firm, including other firms responding to this Request for Proposals.
2. The City of Appleton reserves the right to accept or reject any or all proposals, or part thereof, to waive any informalities or technicalities, or to award contracts in the best interest of the City of Appleton. In all instances, the City of Appleton's decision shall be final.
3. The City of Appleton reserves the right to reject any or all items in the proposal, if in its judgment the item does not meet the needs of the City of Appleton, or for any reason it deems suitable.
4. Prospective firms hereby warrant by virtue of submission of proposals that all terms, conditions, and requirements as stated in this document are valid, enforceable, and binding upon the selected firm.
5. Indemnification Clause
The prospective firm agrees to indemnify, defend and hold harmless the City and its officers, officials, employees and agents from against any and all liability, loss, damage expense, costs (including attorney fees) arising out of the submitted proposal, caused in whole or in part by provider or anyone for whose acts any of them may be liable, except where caused by sole negligence or willful misconduct of the City.
6. Eligibility
 - a. The consultant should specialize in project management, research, marketing, and creative design as it relates to the development of a community brand. To be eligible to respond to the RFP, the consultant must demonstrate that it is a firm with significant knowledge and experience in providing branding, positioning and marketing services.
 - b. Priority will be given to those firms that have experience with local governments in this type of work.
 - c. Three (3) references required. Include samples from these references.
 - d. The City of Appleton desires to issue a contract to a single qualified consultant to lead the project. Consulting proposals based on a consortium approach where more than one firm will provide support within a consulting team are acceptable with a single project manager point of contact.

Submission of proposals

1. The Proposals shall be submitted on or before 4:30 p.m. on October 29, 2021.
2. Proposal shall be on company letterhead and signed by an authorized representative of the company.
3. Firms will submit their proposal along with their fee structure document for performing the required services outlined in this RFP. The fee structure will be in a separate documented named "Fee Structure." Submissions containing the proposal and any related materials shall be named in the following manner: *"Rebranding, Positioning, and Marketing Services"*.
4. The firm shall submit one (1) electronic copy by email to brand@appleton.org. File size shall not exceed 33MB. Zipped or compressed files will be blocked by City firewalls. The following must appear in the subject line of the email: *Rebranding, Positioning and Marketing Services*. Proposals may only be sent electronically; hard copies that are delivered or mailed will be rejected.
5. The City of Appleton will not be liable for any costs incidental for the preparation of the RFP.

Evaluation of the Proposals

1. The City of Appleton will evaluate and analyze all proposals, and select the firm that, in the City of Appleton's sole and final judgment, represents the best qualified and fiscally responsible solution for the City of Appleton. The City of Appleton reserves the right to seek clarification from prospective firms on any issue in their proposal or take any other action it determines necessary to evaluate the proposals and construct a solution that is in the City of Appleton's best interest. The City of Appleton also specifically reserves the right to conduct candidate interviews.
2. Proposal will be evaluated by the City using the following criteria:
 - a. Experience and success with providing rebranding, positioning, and marketing services to similar organizations
 - b. Skill, ability, and capacity to perform the specific scope of services required
 - c. Specific plans or methodology to be used to perform the services
 - d. Proposed metrics to measure success
 - e. Reference letters from other clients
 - f. Quality of proposal and samples
 - g. Proposed lump sum fee and pricing structure
3. The City reserves the right to (a) accept or reject any/or all submissions of proposals; (b) to waive any irregularity, technicality, informality or discrepancy in a proposal; (c) accept any alternative submission of proposals presented; negotiate the addition, deletion or modification of any aspect of the proposal which in its opinion, would best serve the interests of the City; (d) give full and proper evaluation of the Vendor or team presenting the proposal.

SCOPE OF WORK

1. Project Management – The consultant will lead all aspects of the City's community marketing and branding initiative, including the following:
 - a. Serve as advisor to the Steering Committee – This team will be made up of representatives from the City and community. Meetings throughout the process will be required.
 - b. Facilitate various focus groups comprised of community members, City employees and businesses to determine existing attitudes, perceptions, opportunities, and challenges to enhancing the City's image. The consultant will be expected to employ creative means of public involvement and community engagement to ensure that community members are aware of and involved in the project.
2. Research – Research will be the basis for the development of a brand concept, creative elements, messaging/positioning, and the overall brand initiative. The consultant will create and implement a brand research plan, which will include qualitative and quantitative research with key stakeholders to identify the following:
 - a. The key elements of the City of Appleton
 - b. Analysis of competitor marketing strategies
 - c. Measures that will be used to determine if the branding effort is successful
3. Strategic Plan – The consultant will develop strategic objectives that will help better inform the City of Appleton on implementation, management, and ongoing promotion of the brand to include, but not limited to the following:
 - a. Promotion of the use of the brand among City of Appleton departments
 - b. Maintenance and consistency of brand image and messaging while providing suitable flexibility for the target audiences of the participating departments
 - c. Recommendations of ways to articulate the brand; define markets and promotional avenues; and advise on strategies to better promote and create brand awareness
4. Creative/Development of Brand – The consultant will develop creative elements that include slogan/tag

line, logo, typeface, voice/tone, market positioning, personality, and other deliverables to support the overall brand initiative. A minimum of three distinct creative options must be presented, based on the results of the research. The selected logo design will be delivered, with the final option delivered with a style manual and guidelines for use in the following

- a. Print and electronic advertising
 - b. Website design
 - c. Media placement (TV/Radio/Outdoor)
 - d. Public relations
 - e. Events
 - f. Collateral (letterhead, business cards, memos, etc.)
 - g. Signage (building, street, welcome, vehicles, etc.)
5. Implementation Plan – The consultant will develop an action plan for implementation of the brand in sufficient detail to allow the Steering Committee to understand the approach and work plan. An Action Plan should include, but not be limited to the following:
 - a. Estimated costs/budget associated with the implementation process
 - b. Proposed timelines for development of creative elements
 - c. Recommended positioning, logo and brand guidelines
 - d. Plan for brand identity applications and brand identity maintenance
 - e. Plan for how public officials, City employees/volunteers, businesses and residents will work together to implement and promote the new brand
6. Goals/Objectives – the primary goals/objectives to be achieved by the branding initiative include but are not limited to:
 - a. Consistency – The brand should convey a consistent message and image to audiences both within and outside the City of Appleton. A defined message that will market the City of Appleton locally, statewide, nationally and internationally as a great place to live, work, and play; a community historically focused on sustainability and conservation; the right place for development, redevelopment and investment; the perfect mix for a business-friendly community.
 - b. Community Identity/Pride – Identify and promote what makes the City of Appleton distinct and appealing in a regionally competitive environment for investors, businesses, retailers, visitors, and residents.
 - c. Community and Economic Development Promotion – Promote a healthy economy, attract private investment, new residents, and young professionals, and retain key businesses and creative talent.
 - d. Flexibility – The brand must be flexible and adaptable in order to meet the needs of a variety of departments and municipal functions within the City, as well as groups and businesses within the City (chamber of commerce, convention and visitor’s bureau, etc.). It must also be flexible enough to grow and evolve along with any changes in the market.
 - e. Endorsement – The brand must be authentic, original and resonate with community members in the City of Appleton and the greater Fox Cities area.

PROPOSAL REQUIREMENTS

Each proposal will include six (6) sections. Each section is laid out below with the expectations clearly defined for each section. Each section also has a percentage identified, that percentage is the weighting value added to the final score for each section as determined by the selection committee.

Executive Summary and Introductory Letter (5%)

1. Executive Summary
 - a. Fees must not be included in this letter or in any portion of the submittal except on the "Fee Structure" document.
 - b. Executive Summary defines proposal elements in less than one (1) page. Provide an overview of the proposed services and plan, your organization, and its ability to be able to provide the services proposed.
2. Introductory Letter
 - a. This letter shall stipulate the following:
 - b. All terms and conditions outlined in the RFP are acceptable to the Consultant, or if not, clearly define those elements and reasons for the objection.
 - c. Person(s) authorized to represent the Consultant during the evaluation process, any negotiations, and signing of agreements that may result.
 - d. Any additional items that the Consultant believes should be added to the project.
3. Misc.
 - a. The proposal is not more than ten (10) pages in length and sections are clearly delineated.

Description of Firm (10%)

This relates to the Consultant's firm and any sub-consultants. All sub-consultants and their respective roles, qualifications, and experience must be clearly identified. This section will provide a basis for judging how well the Consultant's qualifications and experience relate to this specific project. Consultant firm profiles may be included. Elements that will be evaluated are:

1. Background & Stability of the Consultant firm. (Length of time in business, ownership, affiliations, financials, etc.)
2. Background of any sub-consulting firm(s) used on this project and an explanation of prior relationships with the consultant.
3. Three (3) relevant projects the Consulting firm has completed. **Please only provide examples of projects that the project team members have worked on.**
 - a. Each example should include a brief summary of the project, including how you measured and met success, image samples of the final product(s), and total lump sum cost with percentage breakdown of account management fees, creative development fees and media buying costs as relevant.
 - b. Provide references for each example and include name, title, address, email, and phone number for the contact person.
4. Please describe how the Consulting Firm(s) handles conflicts, errors, and/or missing information in design concepts and project specifications.
5. Please describe the Consulting Firm's quality assurance/quality control (QA/QC) policies and procedures designed to minimize or eliminate errors, omissions and/or missing information.
6. Available resources from the firm.

Project Team (40%)

This criterion relates to the project principal, project manager, key staff, and sub consultant staff. This section will provide a basis for judging how well the project team's qualifications, experience with similar projects, and time allocation relate to this specific project. Individual resumes must be included. Proposed hours for each project team member must be identified in this section. Elements that will be evaluated are:

1. Number of people and hours assigned to this project with information to be provided in a spreadsheet format that clearly identifies staff and hours.
2. The lead for each discipline (i.e. – graphic designer with the most billable project time) shall have a **minimum of five (5) years of experience** with comparable projects. Please provide references and examples.
3. Extent of principal and project manager involvement in meeting with the Project Team as often as necessary to meet objectives and additional meetings, as consultant believes necessary to enhance this project.
4. Key project team members on similar projects and unique qualifications that make them a valuable resource on this specific project, including experience with other design teams and consulting firms.
5. Project team members' experience with rebranding and/or working with municipal organizations.
6. Key project team member roles during this project. Does the project team cover all phases of this project?
7. Project Manager's technical and managerial experience with projects of similar scope and nature.
8. Provide examples of the firm's responsiveness capabilities.

Project Understanding (40%)

A discussion of the approach the Consultant will use to complete the project. The proposal shall include a clear and concise understanding of the project, the work to be completed, and the coordination required based on existing information. Elements that will be evaluated are:

1. Detailed description of Firm's approach provided for each task demonstrating project understanding and needs.
2. Clear and concise explanation of specific tasks and associated schedule that provides quantifiable deliverables.
3. Defines issues to be resolved in the course of the project.
4. Incorporates coordination and involvement of City staff within key elements.
5. Description of project quality control that will meet the City of Appleton's needs and meet budget parameters.
6. Key project meetings identified with staff to ensure that a high-quality project will be delivered.
7. Recognition of elements with project not identified in this proposal the City of Appleton may wish to consider.
8. Include value-added services or creativity to proposal elements and/or incorporate new desirable elements not originally identified.
9. Firm makes clear their ability to effectively meet scope of work.

Project Schedule (5%)

This relates to the Consultant's time requirements to complete those tasks identified. Elements that will be evaluated include:

1. Time required to complete tasks (duration)
2. Inter-relations between tasks (dependencies)
3. Key events during the project (milestones)
4. Critical input points from the City of Appleton
5. Ability to meet the overall schedule

Additional Information

The Consultant may submit any information they believe relevant that does not fit within the body of the proposal. This may include brochures, company information, supplemental resumes, additional project descriptions, and any other information the consultant believes is useful. This additional submittal will be used by the Project Team as they see fit and may not have a significant bearing on the selection process.

FEE INFORMATION

Proposed consultant fees for this project must be submitted in a separate document named "**Fee Structure**". The fee structure relates to the total ~~not-to-exceed~~ fee for this project as described by the consultant in Section Proposal Requirements – Project Understanding and Project Schedule. The fee structure should provide a schedule of fees for all relevant products and services described in the Scope of Work, including but not limited to cost of project management, strategic development, and paid media. Proposed resources for each task must be identified, including hours and wage rates for consultants and sub consultants. The Consultant must identify work the Consultant will not provide and must be provided by the City of Appleton. Elements that will be evaluated include:

1. Availability of resources from the consultant and sub consultant(s) for the project.
2. Estimated hours and fees to complete individual work elements.
3. Total **not-to-exceed** fee for the project. Note that your fee is to complete a scope of work as outlined in the RFP. If the account executive underestimates the amount of effort required to complete the work, they will **not** receive extra compensation. The account executive is expected to plan to the City of Appleton's project budget and perform thorough cost estimating. If the bids exceed the project budget the account executive will complete re-plan and bidding at no additional cost to the City to meet the project budget.
4. List of tasks not performed by consultant or sub consultant(s) for project that must be performed by the City.
5. Identify firm's reimbursable expenses and detailed costs of expenses.

EVALUATION PROCESS

A Steering Committee will evaluate proposals. The proposals will be evaluated and ranked based on the information submitted in the proposals according to the evaluation criteria. The City of Appleton is intending to identify a Consultant with the following attributes:

1. Compliance with, and satisfaction of the requirements of this RFP.
2. Qualified and experienced team members who have designed and successfully implemented similar projects.
3. A demonstrated ability to provide a variety of functional and flexible designs through creative use of community engagement, resources and project team input.
4. A demonstrated ability to work with municipalities, elected officials and involve the general public on similar type projects.
5. A demonstrated ability to assemble a comprehensive and well-coordinated set of project documents.
6. A demonstrated ability to effectively coordinate and complete all tasks described above.
7. A demonstrated ability to produce accurate cost estimates and effective cost control.
8. A demonstrated ability to provide effective and timely administration of project deliverables.
9. A demonstrated ability to provide effective design cost control.

Project fees will be evaluated separately after ratings of the proposals are completed. Weighing of the project fee will be subjective; however, lowest cost does not assure selection. The City of Appleton reserves the right to select any Consultant it believes to be in its best interest and to negotiate fees or to reject any or all proposals at its sole discretion. The proposals will require an estimated twenty (20) working days for evaluation.

The Steering Committee may request that consultant firms schedule trips for the Steering Committee to view relevant projects. If the Steering Committee deems interviews are required, they will be held approximately two weeks after the proposals are received. The Steering Committee will make a recommendation to the City of Appleton Finance Committee, who will recommend the award of the contract to the Common Council. These officials have the right to terminate the project or to change the contract or budget, subject to subsequent agreement by the proposed Consultant.

The City of Appleton will not be liable for any costs incidental to the preparation of the Request for Proposals, presentations, or interviews relating to the selection process.

Public Information

Proposals will be treated as proprietary and confidential from the time of receipt and through the review process; however, the Consultant shall understand that all submitted proposals become the property of the City of Appleton and information included therein or attached thereto shall become public record pursuant to Wisconsin Statute after recommendation for endorsement of contract is made. Any specific portions of the proposal which the Consultant desires to remain confidential due to legitimate "proprietary information" or "trade secret" must be clearly labeled as such upon submittal. Any such designations as "proprietary information" or "trade secret" must be strictly limited by the Consultant with the understanding that the Wisconsin Public Records Law supports a presumption of disclosure. **Moreover, Consultant agrees to indemnify, defend and hold harmless the City of Appleton and its officers, officials, employees and agents from against any and all liability, loss, damage expense, costs (including attorney fees) arising out of the release or non-release of all or part of Consultant's submitted proposal in response to a request for said information pursuant to Wisconsin's Public Records Law.**

TIMETABLE

- Issue RFP – September 21, 2021
- Submit questions by – September 24, 2021
- Receive answers by – October 1, 2021
- Request for Proposal Deadline – October 29, 2021
- RFP Review Begins – November 1, 2021
- In-Person Interviews Anticipated to Begin – November 15, 2021
- Finance Committee Approval (anticipated) – December 6, 2021
- City Council Approval (anticipated) – December 15, 2021

INSURANCE

Provider shall furnish required certificate of insurance specified below for small exposure work and is attached to this document. The certificate shall name the CITY, its officers and employees, as additional insured.

CITY OF APPLETON INSURANCE REQUIREMENTS “PROFESSIONAL SERVICES”

It is hereby agreed and understood that the insurance required by the City of Appleton is primary coverage insurance and that any insurance or self-insurance maintained by the City of Appleton, its officers, council members, agents, employees or authorized volunteers will not contribute to a loss. Proof of the required insurance must be submitted to the applicable City of Appleton department before the contract or purchase order is considered for approval by the City of Appleton. All insurance must be in full force and effect prior to commencing work and must remain in full force and effect for the longer of the following: (a) until the entire job is completed, (b) for the length of time that is specified in the contract, or (c) as listed below.

PROFESSIONAL LIABILITY

- A. Liability limits:
 - (1) \$1,000,000 - Each claim, and
 - (2) \$1,000,000 - Annual aggregate.
- B. Must continue coverage for two (2) years after final acceptance of service/job.

GENERAL LIABILITY COVERAGE

- C. Commercial General Liability limits:
 - (1) \$1,000,000 - Each occurrence limit,
 - (2) \$1,000,000 - Personal Liability and Advertising Injury,
 - (3) \$2,000,000 - General aggregate, and
 - (4) \$2,000,000 - Products-Completed Operations aggregate, which must be carried for two (2) years after the acceptance of the completed work.
- D. Claims made form of coverage is not acceptable.

- E. Insurance must include:
- (1) Premises and Operations liability,
 - (2) Contractual liability,
 - (3) Personal Injury,
 - (4) Explosion, Collapse and Underground coverage, and
 - (5) The general aggregate must apply separately to this project/location.

BUSINESS AUTOMOBILE LIABILITY

- A. Liability limits:
- (1) \$1,000,000 - Combined single limit for Bodily Injury and Property Damage for each accident.
- B. Must cover liability for Symbol #1 – “Any Auto” – including owned, non-owned and hired automobile liability.

WORKERS’ COMPENSATION AND EMPLOYERS LIABILITY – If required by Wisconsin State Statute or any workers’ compensation statute of a different State.

- A. Liability limits:
- (1) \$100,000 - Each accident,
 - (2) \$500,000 - Disease Policy limit, and
 - (3) \$100,000 - Disease, for each employee.

ADDITIONAL REQUIREMENTS

- B. Primary and Non-Contributory Requirement – All insurance must be primary and non-contributory to any insurance or self-insurance carried by City of Appleton.
- C. Acceptability of Insurers – Insurance is to be placed with insurers who have an *A.M. Best* rating of no less than A- and a Financial Size Category of no less than Class VI, and who are authorized as an admitted insurance company in the State of Wisconsin.
- D. Additional Insured Requirements – The following must be named as additional insured on all Liability Policies for liability arising out of project work: “City of Appleton, and its officers, council members, agents, employees and authorized volunteers.” On the Commercial General Liability Policy, the additional insured coverage must be on ISO Form CG 20 10 07 04 and also include Products–Completed Operations equivalent to ISO Form CG 20 37 07 04 or their equivalents for a minimum of two (2) years after acceptance of work. This does not apply to Workers Compensation Policies.
- E. Certificates of Insurance – Certificates of Insurance must be acceptable to the City of Appleton and must be submitted prior to commencement of the work to the applicable department. In addition, ISO Form CG 20 10 07 04, for ongoing work exposure, and ISO Form CG 20 37 07 04, for products-completed operations exposure, or their equivalents, must be provided to the City. These certificates must contain a provision that coverage afforded under the policies will not be canceled or non-renewed until at least 30 days’ prior written notice has been given to the City.

EXHIBITS

The following Exhibits are attached.

Exhibit A – Brand Guide

Exhibit B – Communications Plan

Exhibit C – Various Graphic Representations Currently in Use

EXHIBIT A



CITY OF APPLETON

BRAND STANDARDS

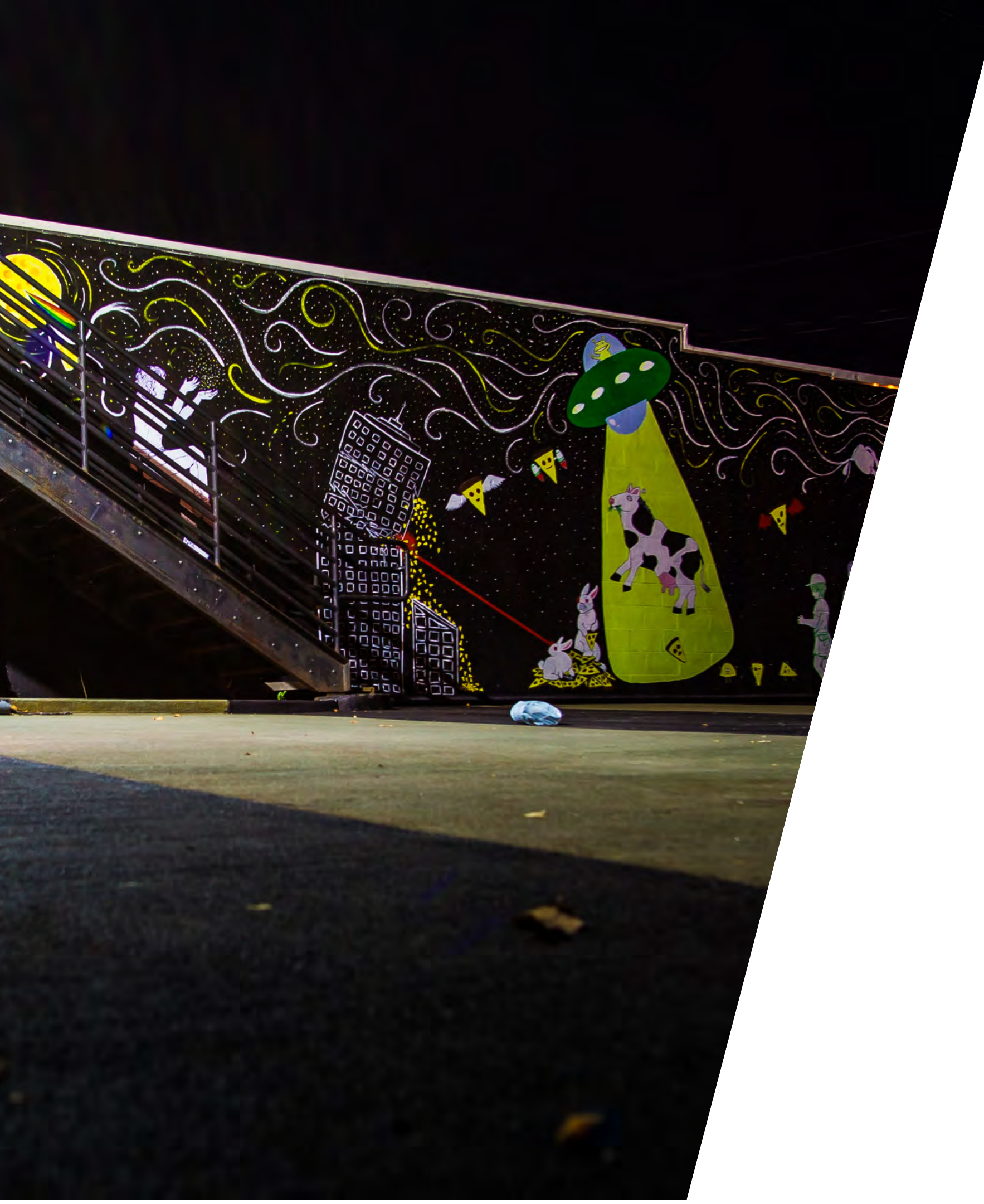
Developed by Sheng Riechers
January 2021



City of Appleton

WHAT OUR BRAND STANDS FOR

The City of Appleton is dedicated to meeting the needs of our community and enhancing the quality of life.



Introduction

This document is a guide for usage of the City of Appleton logo and name, as well as suggested guidelines for COA advertising and marketing, so that staff, Common Council and committees can work together to build and maintain a strong brand identity across the State.

All advertising and marketing associated with COA, must be approved by the Mayor's Office. To receive approval, email Sr. Communications Specialist at sheng.riechers@appleton.org.



PURPOSE

To ensure that we protect the City of Appleton and its trademarks and to define lines of communication regarding the usage of the logo so that all stakeholders are informed when permission for use is granted.



INDIVIDUALS COVERED BY THE POLICY

This policy applies to all employees, contractors (and their employees and contractors), Common Council members, committee/commission/board and authority members and volunteers.



POLICY AND PROCEDURE

The COA logo serves as a visual representation of the organization and is an intrinsic part of our branding. The logo bridges the identification of the organization and our work. Our logo is one of the most valuable things that we own and it is our job as caretakers of the organization to ensure that it is used properly. Consistent use of our logo will also help the City present a unified, professional image. The more coherently our logo appears through all of our visual communications, the more people will identify it as a symbol of the City. Because of the importance of our logo to the organization, we must protect our right to control when and how it is used. Further, in order to comply with and assure protection under federal trademark law, the City is required to monitor all uses of its trademarks. Unauthorized use of our trademarks is subject to civil and criminal penalties.

APPROVING USES OUTSIDE COA

Before any entity outside of the organization uses our logo, they must have our expressed permission. We often approve use of our logo when we sponsor or co-sponsor an event organized by another group. All other uses must be approved by both the Sr. Communications Specialist and City Attorney, who have the sole authority to grant such permissions. Any requests for using the logo should be emailed to sheng.riechers@appleton.org.

REQUESTS FOR PARTNERSHIPS

The City of Appleton is frequently approached by outside organizations involving the use of our logo. We must remain selective about the situations in which we will allow commercial uses of our logo. Generally, we do not grant such permissions unless we have full confidence in the reputation and business practices of the partnering organizations and the ability to monitor the arrangements. Any requests for such partnerships should be directed to the Sr. Communications Specialist and Mayor. They will make an initial determination whether the arrangement is worth pursuing. Again, outside explicit permission, no entity may use our logo. Please email sheng.riechers@appleton.org for these inquiries.

UNAUTHORIZED USE OF COA LOGO

The City of Appleton takes the unauthorized use of our logo seriously. All individuals suspecting an unauthorized use should contact the Sr. Communications Specialist regarding the situation, and where possible, provide copies or originals of the offending use.



Colors

PRIMARY COLORS

HEX #1F4991
RGB 31/73/145
CMYK 45/28/0/43

HEX #0C8443
RGB 12/132/67
CMYK 47/0/25/48

HEX #414141
RGB 65/65/65
CMYK 0/0/0/75

SECONDARY COLORS

HEX #91671F
RGB 145/103/31
CMYK 0/16/45/43

HEX #78BB8F
RGB 120/187/143
CMYK 26/0/17/27

HEX #7F8286
RGB 143/130/134
CMYK 0/5/4/44

Use CMYK for printing,
RGB and HEX for digital.

Colors

PRIMARY COLORS

These colors should be used at all times to represent the City of Appleton.

SECONDARY COLORS

Secondary colors are to be used as accent colors for events, promotions and call-to-action graphics. These colors do not replace the primary colors at any time. They should always be used in association with the primary colors.

Logos

OFFICIAL CITY LOGO

The official logo for the City of Appleton consists of a two-color wordmark and a three-color icon. The primary logo may appear with or without "City Of".



Logos

DEPARTMENT LOGOS

Department logos should consist of the primary City logo with department name printed below in sans serif font and dark gray brand color.



Logos

SECONDARY MARKS

Although the logo architecture for the City's entities is outlined previously and should be maintained, there are several instances when the development of a unique logo may be appropriate. The following are City entities that follow their own unique brand identity.



Appleton
Public Library

Logos

OFFICIAL CITY SEAL

The seal of the City shall be circular in form, appearing no less than 2 inches in diameter.



Logo Dos and Don'ts



CORRECT LOGO USAGE WITH EXAMPLES

Because the logo includes graphic design elements that are part of the trademark, COA has created standards regarding how the logo is used and displayed. All covered individuals are expected to adhere to these standards. The logo should always appear in its own free space. Also, whenever possible, the full logo should appear in full primary colors. When photocopied or in b/w newsprint, a b/w logo may appear. Any other use is incorrect. See examples that follow.

SPACING

The gray lines represent the clear, scalable live area built into the logo. Do not infringe upon this live area.

The live area is based on the letter "e" in Appleton. It is aligned and proportionate to the width of the "e" horizontally and the height of the "e" vertically. The live area should be measured and scaled according to this rule.

Do not print logo smaller than 2 inches.



ACCEPTABLE USE

Full-color logo can be used on any color background or placed over a suitable area of a photographic background as long as it remains highly legible.

Use black logo on white/light background and white logo on black/dark background.



UNACCEPTABLE USE

Do not adjust or change the logo in any way, including but not limited to stretching, cropping, contrast, brightness or color. Do not add to or remove elements from original logo, or apply photo filters.



A stylized, light blue silhouette of a tree with a thick trunk and dense, rounded foliage, positioned on the left side of the page. A vertical gold line is located to the right of the tree, separating it from the text.

City of Appleton

MAYOR'S OFFICE

MAILING ADDRESS

100 N. Appleton Street
Appleton, WI 54911

EMAIL ADDRESS

mayor@appleton.org

PHONE NUMBER

920.832.6400

EXHIBIT B

Communications Plan

2021



A GUIDE FOR CITY STAFF TO
PROACTIVELY ENGAGE WITH
INTERNAL AND EXTERNAL
AUDIENCES

DEVELOPED BY SHENG RIECHERS

Mission and Vision

MISSION

The City of Appleton is dedicated to meeting the needs of our community and enhancing the quality of life.

VISION

We believe in Appleton . . .
as a vibrant, innovative and well planned community.

exemplifying a high quality of life and being a safe place to live, work and play.

having a government with the highest standards of ethics and integrity.

having a government that informs its citizens and encourages active and positive participation in support of the community.

having a government that provides quality, efficient, responsive service to our customers.

having a government that is fiscally responsible by providing necessary services in a cost-effective manner.

having a Council that is competent, well informed and responsive to provide vision and act in the best interest of the entire City.

having a government workforce that is highly competent and productive.

having a government that has a high level of respect for its employees and provides an attractive, challenging and rewarding work environment.

KEY STRATEGIES



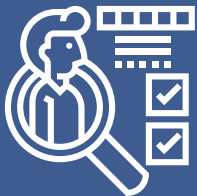
DELIVER

Responsibly deliver excellent services



RECOGNIZE

Recognize and grow everyone's talents



ASSESS

Continually assess trends affecting the community and proactively respond



CREATE

Create opportunities and learn from successes and failures



PROMOTE

Promote an environment that is respectful and inclusive



ENCOURAGE

Encourage active community participation and involvement



COMMUNICATE

Communicate our success through stories and testimonials



Purpose

The purpose of this plan is to provide a clear and concise structure and direction for the City's evolving communications program that is based on data, research and best practices. This plan will support the City's mission, vision and key strategies, with communications strategies that are rooted in nationally recognized best practices.

Once in place, this plan will guide the Communications Team and City staff in proactively engaging and communicating with internal and external audiences in the community. This plan is a living document that is designed to be reviewed monthly and updated annually.

The success of this plan is strongly dependent on the support and involvement of the Common Council, City directors and all Appleton employees. Communications and community relations is a part of everyone's role as we all have an impact on how the City of Appleton informs and is perceived by the public. The role of the Communications Team is to lead this effort through an effective, proactive communications program.



The Communications Team consists of managers, members and advisors. The team will provide leadership in ensuring there is focus, direction and brand consistency in all messaging and communication methods, and that these messages and methods support the overall goals of the City.

The communications team will:

- Develop, implement, monitor and evaluate a communications plan that supports the City's mission, vision and priorities, while building awareness of the City's brand and services provided.
- Develop and cultivate strong relationships with City stakeholders to build a culture of trust, transparency and honest, open two-way communication.
- Serve as the champion for integrating strategic communications as an integral component of City operations and decision-making.
- Serve as a professional resource to provide strategic communications guidance for individual departments within the City.

- Develop and utilize branding tactics to stimulate a vibrant economy, attract and retain skilled employees and highlight exemplary City services.

The Communications Team will be led by the City's Senior Communications Specialist. The Sr. Comms Specialist shall serve as a trusted advisor to the Common Council, City leadership and employees and provide insight on communications and public relations implications during decision-making processes. The Sr. Comms Specialist will plan, develop, implement and evaluate internal communications strategies to provide accurate and timely information to and gather feedback from internal audiences. The Sr. Comms Specialist will also provide staff with the tools they need to communicate key messages to the community and maintain brand consistency. Lastly, the Sr. Comms Specialist will develop, regularly review and implement key messages and graphical brand standards for the City of Appleton, including a consistent logo, fonts, colors and typography.

Managers

The responsibilities of communications managers include:

- External Communications - Plan, develop, implement and evaluate timely and accurate communications strategies to provide information to and gather feedback from external audiences.
- Research and Evaluation - Conduct public opinion research and other activities to gather accurate data and evaluate public attitudes about the City in general as well as implement ongoing evaluations of communication programs or initiatives.
- Digital Communications - Plan, develop, implement and evaluate digital communications strategies including City websites, social media accounts, and email marketing.
- Special Events - Plan and implement, or provide support for, all activities and events hosted by the City.
- Media Relations - Maintain relationships with key contacts at local media outlets and provide them with timely, newsworthy information on happenings within individual departments and the City overall. Monitor, track and record all media coverage. Serve as the City spokesperson or provide guidance and training to the appropriate City staff member to serve in this role.
- Brand Consistency - Monitor brand usage to ensure consistency throughout the City.
- Common Council, Committees/ Commissions/ Boards and Authorities - Serve as a support and resource for City Common Council, committees, commissions, boards and authorities.
- Community Engagement - Plan, develop, implement and evaluate strategies to involve the community in decision-making and planning for the future of City to garner ongoing support.
- Community Relations - Serve as a liaison and build relationships with community organizations that support the goals of the City.
- Crisis Communication - Plan, develop, implement and evaluate a crisis communication plan to prepare for a variety of situations that may arise.



Communications Team Managers



SHENG RIECHERS
SR. COMMUNICATIONS
SPECIALIST



MEGHAN CASH
POLICE DEPT. PUBLIC
INFORMATION OFFICER



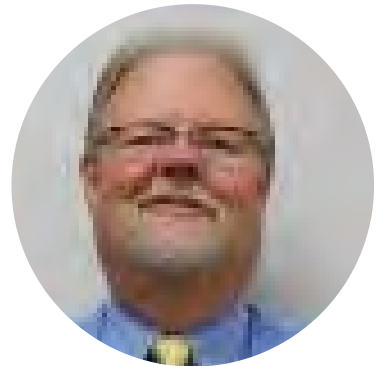
DEREK HENSON
FIRE DEPARTMENT PUBLIC
INFORMATION OFFICER



TINA KRUEGER
PUBLIC LIBRARY MARKETING



NIKI WENDT
RECREATIONS MANAGER

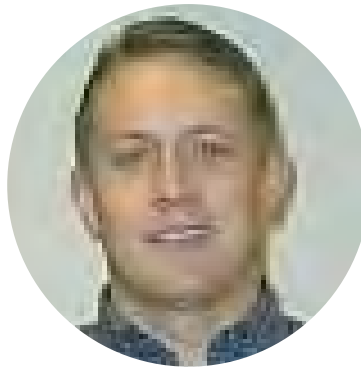


RON MCDONALD
VALLEY TRANSIT MANAGER

Communications Team Members



CARRIE MINGES
PUBLIC WORKS



ERIC LOM
PUBLIC WORKS



DANA HARTJES
HUMAN RESOURCES



MARGARET COLLETT
PARKS & RECREATION



JEFF PLASSCHAERT
REID GOLF COURSE



JORDAN SCHMITTING
DIVERSITY & INCLUSION

Communications Team Advisors



TODD VANEVENHOVEN
TECHNOLOGY SERVICES



MARGE VERTIN
TECHNOLOGY SERVICES



MIKE RACE
TECHNOLOGY SERVICES



AMANDA ABSHIRE
LEGAL SERVICES



NICK VANDECASTLE
LEGAL SERVICES



CASSIDY WALSH
EMERGENCY MANAGEMENT



Stakeholders

One of the key questions to ask before initiating a strategic communications effort is, “Who are we trying to reach?” The City of Appleton has a variety of internal and external audiences with which it should be communicating.

External Audiences

- Residents
- Business owners and employers
- New residents
- Prospective residents
- Media
- Visitors and tourists
- Daytime population (those who work, but do not live in the City)
- Government officials outside of the City
- Real estate agents
- Neighborhood Groups
- Emergency response organizations (FEMA, CERT)
- Faith-based organizations
- Educational organizations
- Regional influencers

Internal Audiences

- Employees
- Alderpersons
- Committee, commission, board and authority members
- Volunteers

Channels

Primary External



Print

City Guide
Activity Guide
Public Works Guide



Web

appleton.org
apl.org
appletonparkandrec.org
reidgolfcourse.org
myvalleytransit.com



Social Media

Facebook
Instagram
Twitter
LinkedIn
YouTube
*MeWe
*Parler

*Pages are not active;
accounts created as
placeholders only.



Media Relations

Press releases
Public notices
Print
TV/Radio



Outreach

Citizens Academy

Secondary External

The below are examples, not an exhaustive list.

Apps

- Nextdoor
- Neighbors

Interpersonal

- League of Municipalities
- Fox Cities Chamber of Commerce
- LGBTQ Chamber of Commerce
- GARE
- 3CMA
- ELCL
- Midday Women's Alliance

Evaluation

- Web contact forms
- Community mailed surveys
- Online review channels

Special Events

- Parades
- Mile of Music
- Octoberfest
- Farm Market

Outdoor & Signage

- Vehicle wraps
- LED traffic signs
- Signage (indoor/outdoor)

Internal

- Email
- Intranet
- Teams

Goals & Objectives

The Communications Team will support the City's goal to continuously improve the quality of life for our residents through proactive two-way communications strategies.

When implemented, this plan will:

- Support the Key Strategies established by the City.
- Increase awareness about the City and the services provided through coordinated internal and external communication efforts.
- Use data-driven communications strategies to reach the variety of audiences within the City.
- Guide the development and implementation of a consistent Citywide branding effort to stimulate a vibrant economy, attract and retain skilled employees, and highlight exemplary City services.

Goal

Focus Communications

Through improved communications processes and procedures within the City of Appleton, our communications efforts will become more strategic, coordinated, effective and efficient to better meet the needs of our community.

Objective

Establish an official communications team within the City of Appleton to consist of all employees who have a defined role that includes communications and marketing duties.

Action Steps

1. Work with directors to identify communications team members across the organization.
2. Create a Microsoft Group that consists of these members.
3. Utilize existing tools in Microsoft 365 to schedule and conduct regular meetings, share information, seek support and distribute messaging for greater transparency and consistency.

Objective

Develop a formal communications strategy for the City of Appleton. The communications strategy will focus on long-term goals and define consistent processes and procedures, such as brand usage.

Action Steps

1. Conduct an inclusive communications audit to assess areas of improvement.
2. Develop a communications strategy that involves research, planning, implementation and review.
3. Tie the communications strategy into the City's broader branding initiative.

Objective

Establish formalized procedures for information flow and coordinate communication efforts throughout the City organization to ensure information accuracy, timeliness and relevance for the intended audience.

Action Steps

1. Identify communication processes where clarity is needed such as for brand usage, media inquiries, etc.
2. Review and update communication policies such as the Social Media and Public Record policies.
3. Develop best practice guides for primary external channels; implement updated content to better meet the needs of intended audiences.
4. Identify opportunities for staff training on communication tools; develop training program and implement.
5. Work with departments to develop use guide for intranet pages.

Goal

Cultivate the Brand

We will be champions for our developing brand in order to better establish an identity for the City of Appleton that is woven into the fabric of our vibrant community. A consistent brand will help build trust with the public, so they know what to expect from our organization.

Our brand is defined as everything the public thinks it knows about The City of Appleton, both factual (the City has a population of approx. 75,000 people), and emotional (the City is small but has a "big city" personality). The brand of Appleton extends beyond our name and logo; the brand exists in a person's mind when they hear "City of Appleton".

Objective

Establish a clear identity and increase transparency with stakeholders through consistent branding and key messages.

Action Steps

1. Develop and distribute official brand guide and standards.
2. Develop and communicate brand usage request and approval process.
3. Document scope of potential rebrand initiative to prepare for possible RFP.

Goal

Increase Engagement

Through increased engagement and collaboration with internal and external audiences, we will increase the consistency of key messages, improving trust with the community and building a better future for the City of Appleton. We will seek meaningful engagement that leads to demonstrable improvements in the ways we communicate and deliver services.

Objective

Reach 20-30% of total population on each primary external channel as referenced on page 10.

Action Steps

1. City Guide - distribute guides to a minimum of 18,750 households twice a year.
2. Social Media - across all platforms, maintain an audience of 22,500.
3. Website - maintain an average site visit rate of TBD and minimize average bounce rate to TBD.
4. Media Relations - reach an audience of at least 15,000 (broadcast and print combined) per news release distributed by the City.

Objective

Develop and refine channels for two-way communication between the public and the City.

Action Steps

1. Identify training opportunities for Alderpersons on citizen engagement.
2. Continue Mayor's open office hours at minimum once a month.
3. Identify training opportunities for Directors and Deputy Directors on media relations.
4. Identify opportunities to gather input from the community during the planning process for new facilities, programs, services and initiatives.
5. Develop process to gather regular, inclusive citizen feedback.

Objective

Better educate the public on City services.

Action Steps

1. Review past Citizens Academy program; develop and implement updated program, ensuring to target specific groups that have lacked participation in the past.
2. Identify opportunities to regularly educate the public on City Services.

Questions?

Please contact Sheng Riechers,
Senior Communications Specialist

sheng.riechers@appleton.org

Ext. 5814

920.419.0292

EXHIBIT C

Public Safety:



Fleet Vehicles:



In City Hall:



In City Hall:



Parking Ramp:



Gas Pump:



Employee ID and Apparel:

