





October 19, 2023

Proposal to the City of Lauderdale  
for Branding and Marketing Services



## COVER LETTER

October 19, 2023

Kentrea White  
City of Lauderhill  
5581 W. Oakland Park Blvd.  
Lauderhill, FL 33313

Kentrea,

Thank you for the opportunity to respond to your RFP for Branding and Marketing Services for the City of Lauderhill. We would consider it an honor to work with you. This proposal is North Star Place Branding + Marketing's formal submission for consideration for RFP 2023-055.

After learning about your situation, we believe North Star is the ideal partner to help the City of Lauderhill achieve its branding goals. As a leader in municipal branding, all of our work is focused on helping communities identify their competitive strengths and leverage those strengths strategically, creatively, and tactically for the purposes of increasing resident recruitment, economic development, community pride, and professionalism. Our philosophy is simple: ***Your brand should connect the soul of your community to the heart of your consumers.*** The BrandPrint process we use to realize that philosophy is much more complex, as it has been refined and perfected over the past 22 years through partnerships with communities in 46 states.

Through our BrandPrint, we will be able to discover Lauderhill's optimum positioning, the best use of resources to leverage your equity in a brand, and the ideal creative messages to help achieve your goals. In addition, we will provide guidance for you to coordinate and deploy the brand across the community and among your departments.

The North Star team is committed to performing this work in the given timeframe. This proposal will remain a firm and irrevocable offer for 90 days from its opening date. Upon the request of the City of Lauderhill, we are available for interviews during the selection process. Please let me know if you have any questions regarding this proposal. Thank you once again, and I look forward to hearing your thoughts.

Only the best,

Will Ketchum | President  
O: 904.645.3160 x1006 • F: 904.645.6080 • C: 904.304.8742  
will@northstarideas.com  
North Star Place Branding + Marketing  
1023 Kings Ave., Jacksonville, FL 32207

STATEMENT OF QUALIFICATIONS

**TAB 1**

**ATTACHMENT A  
PROPOSER'S QUALIFICATIONS STATEMENT**

PROPOSER shall furnish the following information. Failure to comply with this requirement will render Bid non-responsive and shall cause its rejection. Additional sheets shall be attached as required.

PROPOSER'S Name and Principal Address:

The Burdette Agency, Inc. dba North Star Place Branding + Marketing

1023 Kings Ave., Jacksonville, FL 32207

Contact Person's Name and Title: Will Ketchum, President

PROPOSER'S Telephone and Fax Number: (904) 645-3160 ; (904) 645-6080

PROPOSER'S Email: will@northstarideas.com

PROPOSER'S License Number: P96000093177

**(Please attach certificate of competency and/or state registration.)**

PROPOSER'S Federal Identification Number: 59-3411964

Number of years your organization has been in business, in this type of work: 23

Names and titles of all officers, partners or individuals doing business under trade name:

Will Ketchum, President

Patrick Golden, Executive Creative Director

The business is a:    Sole Proprietorship                       Partnership   
   Corporation

Name, address, and telephone number of surety company and agent who will provide the required bonds on this contract:

Kerrie Kenna

Wellhouse Company                      1 Independent Dr, Suite 3125, Jacksonville, FL 32202

(904) 256-9481

Have you ever failed to complete work awarded to you. If so, when, where and why?

No.

---

---

---

Have you personally inspected the proposed WORK and do you have a complete plan for its performance?

Yes.

---

Will you subcontract any part of this WORK? If so, give details including a list of each sub-contractor(s) that will perform work in excess of ten percent (10%) of the contract amount and the work that will be performed by each subcontractor(s).

We do not foresee the need to subcontract any part of this contract.

---

---

The foregoing list of subcontractor(s) may not be amended after award of the contract without the prior written approval of the Contract Administrator, whose approval shall not be reasonably withheld.

List and describe all bankruptcy petitions (voluntary or involuntary) which have been filed by or against the Proposer, its parent or subsidiaries or predecessor organizations during the past five (5) years. Include in the description the disposition of each such petition.

None.

---

---

---

List and describe all successful Bond claims made to your surety (ies) during the last five (5) years. The list and descriptions should include claims against the bond of the Proposer and its predecessor organization(s).

N/A

---

---

---

List all claims, arbitrations, administrative hearings and lawsuits brought by or against the Proposer or its predecessor organizations(s) during the last (5) years. The list shall include all case names; case, arbitration or hearing identification numbers; the name of the project over which the dispute arose; and a description of the subject matter of the dispute.

None.

---

---

---

List and describe all criminal proceedings or hearings concerning business related offenses in which the Proposer, its principals or officers or predecessor organization(s) were defendants.

None.

---

---

---

Has the Proposer, its principals, officers or predecessor organization(s) been CONVICTED OF a Public Entity Crime, debarred or suspended from bidding by any government during the last five (5) years? If so, provide details.

No.

---

---

---

The PROPOSER acknowledges and understands that the information contained in response to this Qualification Statement shall be relied upon by CITY in awarding the contract and such information is warranted by PROPOSER to be true. The discovery of any omission or misstatement that materially affects the PROPOSER'S qualifications to perform under the contract shall cause the CITY to reject the Bid, and if after the award, to cancel and terminate the award and/or contract.

Will Ketchum

By



(Signature)

STATEMENT OF CAPABILITIES

**TAB 2**



## INTRODUCTION

### Firm History

The Burdette Agency, Inc. dba North Star Place Branding + Marketing is permanently located in Jacksonville, Florida and has an office in Nashville, Tennessee with 17 team members across both offices. North Star has been in business since the year 2000, is an operating unit of a Florida S-corporation, and has been financially stable since its founding.

Led by Will Ketchum and Patrick Golden, the North Star team is comprised of knowledgeable professionals who specialize in research, strategy, brand creative, marketing, media, and public relations. Each team member has the place branding expertise to play a unique role in crafting the brand research and development initiative for Lauderhill.

### Experience: The Advantage of a Full-Service Place Marketing Specialist

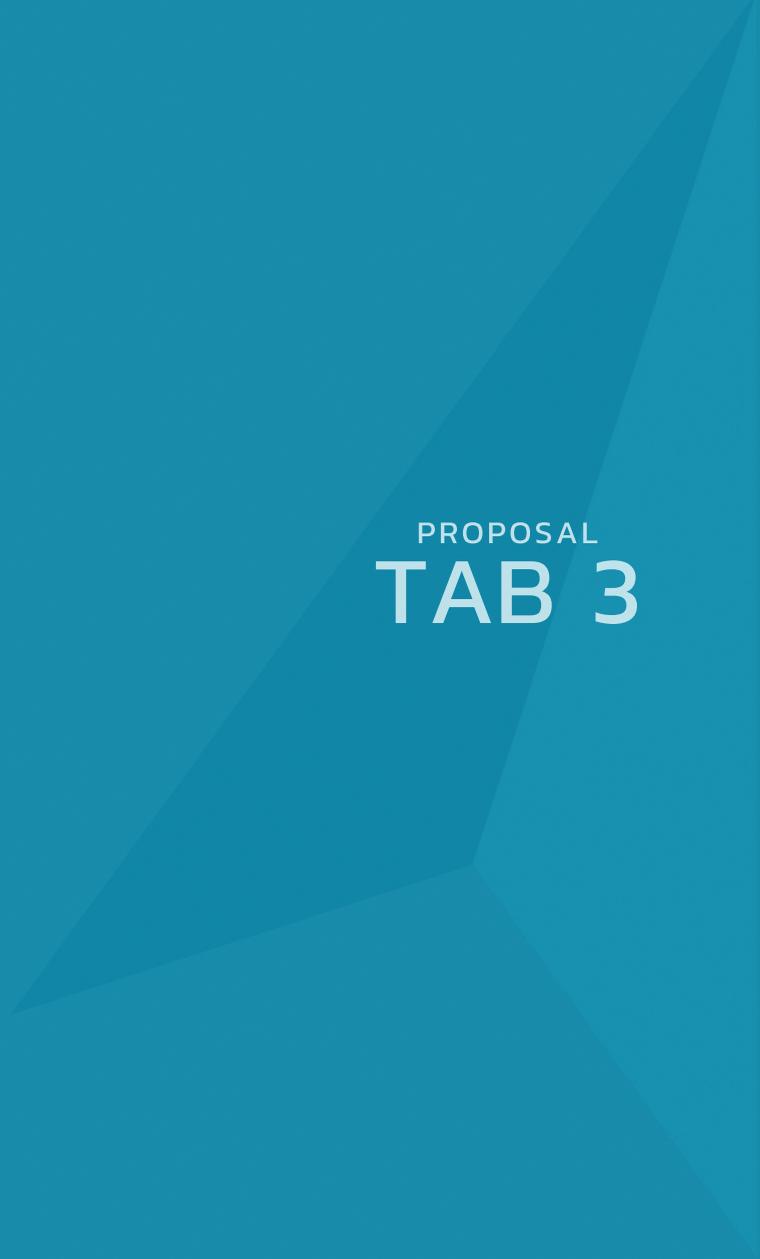
Over the last two decades, North Star has partnered with communities coast to coast, helping them become more competitive. Bottom line...communities are our passion, and we've got the success stories to prove it. We're closely familiar with Florida as we are based in **Jacksonville** and have completed projects throughout the state in **Clearwater, Coral Springs, Port St. Lucie, Clay County, Parkland, Osceola County**, and many others. Nationally, North Star has collaborated on high-level initiatives with the states of Florida and Mississippi; with well-known cities such as Providence, Rhode Island and Newark, New Jersey; and with smaller communities like Marshall, Minnesota and Petersburg, Alaska. All that varied expertise is important for Lauderhill because you want a firm with the chops, credentials, and gravitas to manage your project.

Our portfolio of work and record of problem-solving prove that we do not offer a stock solution. The advantage of our specialization is that our process—which a generalist agency cannot replicate—helps us obtain precisely the right insights to develop the unique community brand you need to influence your audiences, build community pride, and create consistency among your departments. Rare in the place branding industry, North Star is also a full-service agency that can help Lauderhill market well beyond the research, strategy, and brand creation stages.

### Process: How Strategy Drives Your Brand and Unites Your Community

Our process combines a proven approach with customized creativity and out-of-the-box thinking specific to Lauderhill's situation. It begins with detailed research and expert-driven strategy development. Then it builds vivid brands in the real world through award-winning visual identity design and an action plan implementable by your team (or with our assistance as needed) within your budget and timeline.

Research and strategy will be paramount to reaching consensus concerning the direction of the brand well before any decisions about creative elements and activation are made. We find that the strongest connections between a community and its brand are made when everyone understands and supports the ideas that underlie the eventual logo and tagline. Thus, our process and guidance is centered first on creating understanding and buy-in to a DNA and strategic platform. This critical, foundational asset will outlive any campaign because it is the underlying truth and driving force of your community. With consensus on it, the creative decisions that follow will be relatively simple for your committee. Time and time again, we have learned that **strategy unites and inspires partner compliance and ultimately changes behavior.**

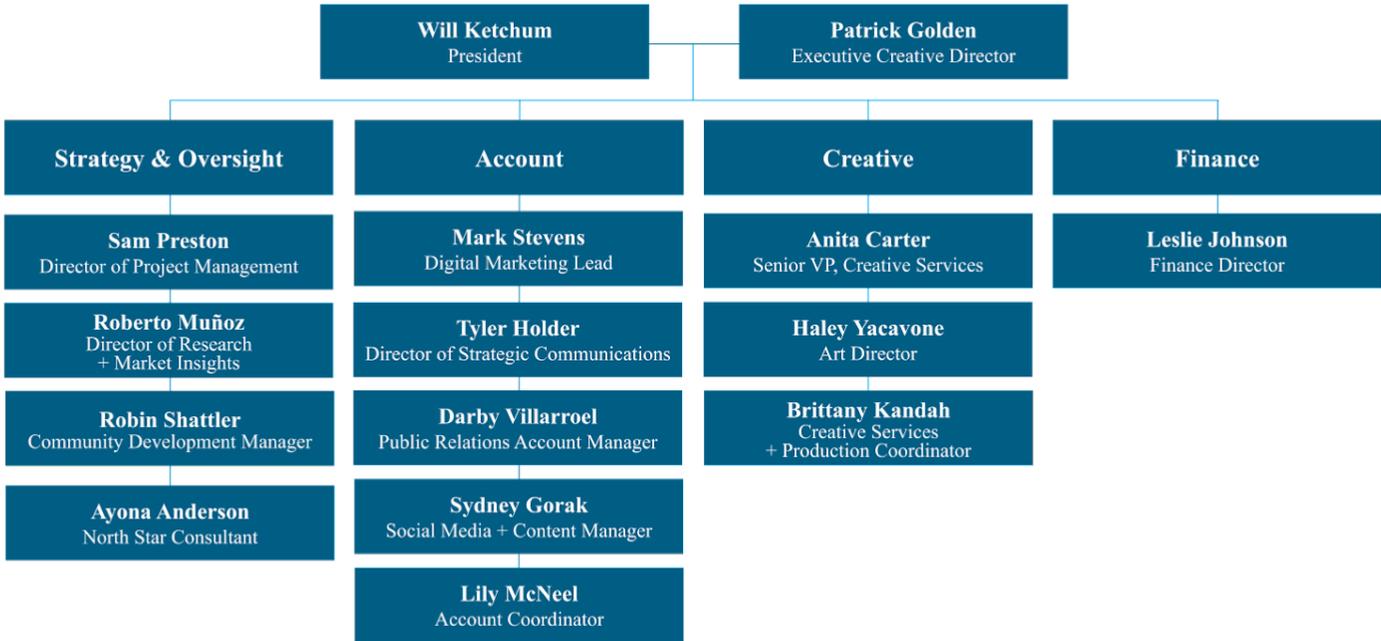


PROPOSAL  
**TAB 3**



# MANAGEMENT APPROACH

## Organizational Chart



### Quality & Cost Control Procedures

In a community branding project, quality control is driven by constant communication between the client and the contractor. Our project manager, Sam Preston, will be in regular contact with the Lauderhill project representative to ensure that our approach is strategically on point and administratively on schedule. There will be the opportunity for continuous client feedback that can be incorporated real-time, and all work product will be presented in draft for client review before final delivery so that quality expectations can be addressed as needed.

SPECIFIC RELATED EXPERIENCE

**TAB 4**

**RECENT CONTRACTS – PRIMARY CONTRACTOR**



**Midlothian, TX**  
*104 West Avenue E, Midlothian, TX 76065*  
[Ms. Laurie Lundberg](#)  
Communications and Marketing Director  
972.775.7109  
June 2022 – June 2023  
Municipal Brand  
Project Manager: Sam Preston



**Sun Prairie, WI**  
*300 E Main St., Sun Prairie, WI 53590*  
[Ms. Colleen Burke](#)  
BID and Tourism Manager  
608.512.9743  
January 2022 – February 2023  
Municipal & Tourism Brand  
Project Manager: Sam Preston



**Paris, TX**  
*135 SE 1st St., Paris, TX 75460*  
[Maureen Hammond](#)  
Executive Director of Paris EDC  
903.784.6964  
March 2022 – December 2022  
Municipal, Tourism, & ED Brand  
Project Manager: Sam Preston



**Newport News, VA**  
*2400 Washington Ave., Newport News, VA 23607*  
[Ms. Sarah Bowman](#)  
Senior Communications Specialist  
757.926.1554  
June 2021 – Ongoing Marketing Support  
Municipal, Tourism, & ED Brand  
Project Manager: Ed Barlow



**Lansing, MI**  
*500 E Michigan Ave., Suite 180, Lansing, MI 48912*  
[Ms. Tracy Padot, CTA](#)  
Vice President, Marketing Communications  
517.377.1419  
August 2022 – August 2023  
Tourism Brand & Renaming  
Project Manager: Ed Barlow



SCOPE OF WORK  
**TAB 5**



## METHODOLOGY

### The Lauderhill Situation

In its infancy, Lauderhill was a model South Florida city, its streets lined with the newly-built Leisurama homes of retirees and snowbirds from the Northeast. Sixty years later, it is anything but a cookie-cutter community, yet it remains exemplary as a modern and diverse area of Broward County. Lauderhill has embraced an influx of residents from many different cultures and backgrounds, and in return, those residents have fostered a lively collective identity that borrows from their Caribbean and Latin American heritage. So naturally, life in Lauderhill is punctuated by events ranging from the Caribbean Village celebration to the SoLa Food, Wine, and Rum Festival...not to mention concerts and shows hosted in the beautiful Lauderhill Performing Arts Center. The city's affinity for sports is also on full display, though football and baseball don't carry as much weight as their globally-beloved siblings: fútbol and cricket. Twenty-four lucious parks, year-round events and performances, and the warm, tropical weather make Lauderhill a wonderful place to visit for the weekend or settle down forever. The rich quality of life paired with Lauderhill's strategic location—within minutes of three airports, three seaports, and three major roadways—makes this city prime for business. More than 5,000 businesses enjoy the benefits of Lauderhill, and the City helps entrepreneurs raise the bar.

The City of Lauderhill's history of collaboration earned it the honor and title of All-America City. Here, people get to experience the American ideals of opportunity, community, and service. But even so, Lauderhill's character expands beyond the narrative of an average U.S. city. With the likelihood of continued growth and magnified success in Lauderhill, City leaders have wisely embarked upon the process of creating a brand that broadcasts the best parts of the community. North Star is excited to uncover the distinct spirit of Lauderhill that distinguishes the City from a saturated South Florida market, a growing state, and beyond.

### Philosophy & Approach

North Star's only business focus is place branding and marketing. As such, we have developed a very strong philosophy on community branding and marketing in our two decades of experience.

North Star will not "create" the brand for Lauderhill. It already exists in the very DNA of your community. Rather, we will uncover your brand and bring it to life in ways that have meaning for your target audiences—residents, investors, businesses, talent, and city employees. Through our research, we may discover additional target audiences to pursue.

Uncovering Lauderhill's unique DNA is essential to the success of all the marketing and community-building efforts that follow. Just as an individual's DNA determines everything from how that person looks to how that person acts (as well as their health and vibrancy), your DNA should be the foundational touchstone for everything in your community from marketing to infrastructure to policy. As such, the heart of any truly impactful brand is a research-driven and authentic DNA Definition.

Once identified, this DNA Definition can drive consistent and powerful communications, focus brand development, shape experiences, impact your environment, and more. Because this DNA is central to the Lauderhill community, it has the capacity to drive the brands for all of your city departments, investors, initiatives, and campaigns.



## Phase I: Market Research & Brand Strategy

### Stakeholder Education

One of the most valuable skills North Star brings to the branding table is an understanding of how to best navigate the political waters that surround a project. We know when projects can derail, how to maneuver difficult political situations, and whom to include in the process. With this in mind, we have developed strategies for sidestepping potential problems and keeping your branding initiative on course.

Inclusiveness and early understanding are critical to the smooth implementation of a community brand. Educating your residents, businesses, and stakeholders on the purpose, process, and possibility of a brand early is the first step in achieving buy-in from these important audiences. Specific attention must be given to your Steering Committee to ensure that the leaders of this initiative share a vision for the purpose, desired outcomes, and accomplishments of this project. North Star has created an array of educational tools designed to increase understanding of and support for the Lauderhill branding initiative. To that end, we provide:

**Educational Presentation:** Live PowerPoint presentation (during the in-market trip) to your Steering Committee and/or stakeholders groups (determined and assembled by you) for purposes of educating and furthering buy-in of community branding. This is not a canned presentation. We will collaborate with the City to determine who your audiences are and what you want to convey. Then we will craft the presentation to meet those goals. This presentation can also be given in a public 'town hall' forum to engage the community in the process and to gather initial feedback from the public regarding opportunities to rebrand.

**Community Engagement Website/Brand Story Site:** This site serves as an online tool to direct traffic of Lauderhill residents and stakeholders interested in learning more about the project, getting involved in the research stage, or becoming a Brand Ambassador after the launch of the new brand. This is a terrific tool to engage the Lauderhill community. Here is an example of a live educational site for Johnson City, TN: [brandjc.com](http://brandjc.com)

### Research

North Star has identified the following research studies to help achieve Lauderhill's branding and marketing goals. This compiled body of data points us in the direction we need to go to craft your story. You will notice both qualitative and quantitative studies included in this recommended matrix. North Star strongly advocates a mixed method approach to research because it will tell you not just "How, When, What, and Where" but also "Why." Only through mixed methodology can your community obtain a true picture of where your brand is now, why, where it should be, and how your preferred identity can best be accomplished.

**Situation Analysis:** This establishes the current lay of the land from the perspective of your critical partners and stakeholders. We administer an online questionnaire to each of your key internal organizations. We then meet with each group during the in-market visit to more fully understand your primary objectives, general history, political landscape, resources, competitors, etc.

**Research, Planning, Communications, and Media Audit:** We conduct a comprehensive review of previous studies conducted by the City and planning documents. This includes community outreach and planning meetings, surveys, intercept surveys, volunteer discussions, and market



research. In addition, we review and analyze marketing materials, branding, logos, social media, and messaging from public and private sector partners as well as recent press related to Lauderhill.

**Familiarization Tour:** A tour of Lauderhill's attractions, meeting facilities, hotels/motels, restaurants, commercial sites, local businesses, retailers, restaurants, parks, natural areas, and historic sites would be conducted. We determine the tour itinerary with the help of Lauderhill project leadership.

**Key Stakeholder Interviews + Focus Groups:** Some of our most valuable pieces of insight for the purpose of defining your DNA and crafting your creative work comes from these intensive one-on-one interviews and focus groups. With the assistance of the Lauderhill project leadership, we want to identify and speak to key stakeholders about Lauderhill (including City staff, board members, business community members, hoteliers, attraction owners, tour operators, nonprofit and civic organizations, etc.). We also want to talk to articulate individuals who are passionate about the community (artists, historians, teachers, coaches, ministers, matriarchs, patriarchs, activists, and more).

**Online Community Survey & Brand Barometer:** Giving residents a forum for sharing is important. We use some of the themes identified during the site visit to craft a quantitative survey posted online for community-wide participation. The brand barometer, conducted as a part of the community survey, measures the strength of Lauderhill's resident advocacy relative to the rest of the United States as a place to live, work, and play. In other words, how likely your residents are to advocate the community for starting a business or planning a visit. We promote this survey using traditional and social media. Fascinating similarities and differences between leadership perspectives and resident perspectives are often revealed.

**Influencer Perception Study:** North Star conducts qualitative, in-depth phone interviews with professionals outside of Lauderhill to uncover contextual perspectives. In collaboration with the Lauderhill project team, we compile a list of 20 identified potential interviewees from a target pool of elected officials, third party site selectors, business executives in your preferred industries, tour operators, regional and state level executives in economic development and tourism, and other external influencers you identify.

**Consumer Awareness + Perception Study:** For even more data-driven insights, this survey is conducted using a statistically significant random sampling of consumers and non-consumers in two outside markets using research panels. Data will be cross-tabulated in a number of ways to reveal the most insightful patterns between consumer and non-consumer groups. For instance, perceptions and attitudes for those who have visited Lauderhill will be compared and contrasted to those who have not visited and are reporting perceptions purely on reputation. This is key to identifying any brand recognition issues. This study measures:

- Overall awareness and perceptions of Lauderhill
- Overall awareness and perceptions of competitor cities
- Measurements of Lauderhill's delivery of quality of life indicators
- Consumer experiences in Lauderhill
- Attitudes regarding Lauderhill's strengths and weaknesses
- Consumer opinions regarding what needs to be added or taken away
- Changes in consumer perceptions of Lauderhill after visiting
- Patterns of visitation activities associated with consumers' primary purpose of visitation



**Competitive Positioning Review:** We provide a brand messaging and marketing strategy analysis to evaluate Lauderhill's position relative to the competition in the area. This review ranks each competitor based on their brand strength, economic development focus, and tourism focus.

### Insights & Strategy

Our insights come from asking a number of thought-provoking questions: What brand "story" does the research tell? What emotional attachments can the brand hold? What are Lauderhill's core values? How does the brand fit into the consumer's lifestyle? How can the brand best be used to elicit Lauderhill's desired emotional/behavioral responses? How does Lauderhill stand apart from competitors? These insight questions are compiled in a succinct storyline that leads directly to the Lauderhill strategic brand platform (DNA Definition). This platform is the critical touch point for all branded activity moving forward. For maximum brand impact, all efforts, thoughts, communications, and actions should literally and symbolically support its essence.

**Situation Brief & Insight Development:** We get our sharpest minds together at one time to review all of the research findings. Data on its face has limited value, but the connections between data points open up understanding and opportunity. The entire North Star team weaves together these connections into a compelling set of insights that start to tell Lauderhill's story.

**DNA Definition (Brand Positioning Statement):** Based on those insights, a guiding statement for the management and development of your brand is created. This definition should serve as the touch point for all Lauderhill activity moving forward. It will help bring consistency across the brand. Many of our communities reference their DNA Definition when making decisions about everything from policy to infrastructure improvement to promotions. Included in your DNA Definition is:

<b>Target audience:</b>	<i>For whom Lauderhill has the most appeal</i>
<b>Frame of reference:</b>	<i>Geographic context of Lauderhill</i>
<b>Point of difference:</b>	<i>What makes Lauderhill special</i>
<b>Benefit:</b>	<i>Why it should matter to the consumer</i>

Here is an actual example of how this construct guided our client Santee, California and led to their "Do More. Due East." brand positioning:

<b>Target audience:</b>	<i>For those wanting a close-knit community and wide-open opportunity,</i>
<b>Frame of reference:</b>	<i>Santee, hugged by natural beauty along Santee Lakes and Mission Trails Park,</i>
<b>Point of difference:</b>	<i>gives Southern California a new, strong point of connection</i>
<b>Benefit:</b>	<i>affording families the freedom to live their aspirations.</i>



**Research and Strategy Presentation & Report:** This represents a critical juncture in the project. We prepare a comprehensive review of all relevant research, insights, and recommended DNA Definition. We review the qualitative and quantitative analyses of Lauderhill's current image and positioning. A preview of this presentation is shared with key branding committee members for editing and fine-tuning. The collaboratively perfected presentation is made in person at larger stakeholder meetings, and the accompanying report is shared digitally. DNA Definition approval is required before proceeding. However, we do not recommend market testing for the DNA Definition, as it primarily serves as an internal guide for the North Star team as well as the City of Lauderhill leadership beyond the branding project. Feedback from the Steering Committee and other key stakeholders is taken into account during the Research and Strategy presentation. Then, North Star will revise the DNA Definition until it feels true to the heart and goals of Lauderhill.

## Phase II: Creative

### Creativity

In this stage, the insights and strategy are transformed into tangible creative products that embody Lauderhill. An in-depth Creative Brief and a Creative Workshop guide this process. Straplines, logos, color, looks, and messaging (with brand standards) are created. Additional deliverables will be developed to express the new brand identity in the context of its future use.

**Creative Committee Workshop:** A collaborative, interactive meeting between the North Star team and the Lauderhill creative committee (a group of your choosing) will explore the roles of different creative elements and identify creative preferences. Our goal is to most effectively hone in on the type of work you want without limiting the creative thinking of our writers, graphic designers, and art directors. This meeting is always a lot of fun for everyone involved.

**Community Creative Workshop:** In addition, we would like to hold a 1 ½ hour public workshop session during our site visit or on a subsequent visit depending on scheduling. This workshop (usually held at an open, indoor public space or key partner space) allows interested citizens of your city to hear about the process and provide their input. North Star will start the session with the educational PowerPoint and then encourage attendees to provide their answers to various city character question prompts.

**Straplines & Rationale (5):** A strapline (tagline) is not the be-all and end-all for your brand, but it is the start of the story. Depending on how safe or edgy you want to be, Lauderhill straplines can capture people's attention immediately and pique their curiosity or they can serve as a solid, hard-working tool that starts the job of positioning Lauderhill in the minds of consumers. North Star will provide a minimum of five different straplines, along with rationale for the strengths of each line. We will conduct trademark searches (via the United States Patent and Trademark Office website) and Google searches to make sure there is basic clearance for each line presented. Upon selection, your legal team is required to conduct a more thorough search to ensure its availability, potentially securing a trademark if desired and avoiding any conflicts once in the market. If requested, North Star can provide the City of Lauderhill with recommendations for trademark lawyers to assist in this process.

**Logos (5):** We will present a minimum of five logo options for the City of Lauderhill that represent a variety of concepts and provide two rounds of revisions to your selected logo.



**Color Palettes (2):** Once your logo decision is made, we open up the possibilities visually by allowing you to select between two distinct colors palettes. This is a key decision in how your visual brand identity will “feel” since color evokes emotion.

**Brand Narrative:** Your DNA Definition articulates the core of what makes Lauderhill special. The narrative takes that core and describes it in artistic and compelling language for connecting emotionally with your different consumers. The narrative defines your personality and tone of voice. It can be woven into ad copy, placed on websites, integrated into speeches, and distributed to businesses to use in their own communications about the place they call home. The more it is used, the more widely your brand is dispersed.

**Looks (2):** We craft two entirely different visual looks that allow you to choose how your brand messaging will be conveyed in terms of headlines, photography style, special graphic elements, detailing, and copy points. We will also provide a round of revisions for the look of your choice to ensure it reflects your exacting standards. The Creative Committee will select one look, and it will be applied to all subsequent deliverables.

**Brand Standards Guide:** This guide contains all the necessary information for using your logos, color palette, typefaces, language, and other key elements to ensure consistency across all mediums from any department or organization (print and electronic advertising, website design, media placement, public relations, event, templates, etc.). We provide digital and printed versions of this guide as well as InDesign files so you can edit the guide as necessary.

**Custom Deliverables (8-10):** To assist in the communication of the final brand concept, we will work with you to identify a list of 8-10 custom deliverables that target your specific goals. This is a powerful addition as it brings the logo and design to life through elements in the real world. The production of associated materials remains outside of this scope—the deliverables are visual examples. Options include, but are not limited to:

Social Media Graphics • Templates (Email Signature, Presentation, Newsletter, etc.)  
Business Cards • Letterhead • Envelopes • Brochures • Building + Monument Signage • Vehicle Wraps  
Print and Electronic Advertising Merchandise (Apparel, Accessories, etc.) • Built Environment Applications

## Phase III: Action & Implementation

### Implementation

Following your brand’s development, North Star has the ability to implement a strategic action and communications plan to begin the work of repositioning Lauderhill in the marketplace. This plan comprises the fundamental action steps that ensure the brand gains traction and maintains momentum. Many of these tasks involve setting up the communication, organization, and cooperation that will propel your brand forward. Our goal, and yours, is to make sure that Lauderhill’s brand is the guiding principle for your future, not just a logo and line on your letterhead. This plan will be developed at/around the completion of the brand strategy and include estimated costs/budget and a suggested timeline for implementation.

**Community Communication & Rollout Guidance:** The first and most important audience for your brand and eventual campaign is your citizen base. To educate them on the process, the outcome, and the opportunity the new brand creates, North Star will prescribe a community rollout plan that details the brand and campaign to all interested stakeholders and citizens so that they can



see, understand, and embrace it before the wider marketplace launch. This will include engaging those who sign up on the Community Engagement Website to be Brand Ambassadors.

**Brand Action Ideas:** These are both high-impact, custom ideas (up to 8) designed to raise the profile of the new Lauderhill brand and bring it to life in your community and foundational brand launch/implementation ideas and activities. Many of these ideas involve setting up the organization and cooperation that will propel your brand forward, while others serve as inspiration for brand adoption in creative and unique ways. Many of these ideas may be accessible via a best practices knowledge-sharing database that North Star developed. These ideas will address brand touchpoints ranging from economic development activities, the arts, infrastructure, and more.

**Comprehensive 3-Year Marketing Strategy:** North Star’s work and expertise extends well beyond community branding. As a specialist in community marketing, our scope will also include forming the marketing action plan for Lauderhill to go to market with—inspired by your brand strategy. North Star will develop a comprehensive marketing strategy following this general framework:

- Business objectives (e.g. population growth, HHI, job growth, worker retention, investment, hotel nights, etc.)
- Communications objectives (e.g. awareness, reach, frequency, inquiries, site visits, change perceptions, etc.)
- Target audiences definition, analysis, and quantification
- Target audiences key insights
- Key messaging articulation by market segment
- Communication, PR, social media, and grassroots strategy
- Communication, PR, social media, and grassroots tactics
- Annualized schedule and sequence of all tactics (month-by-month flowchart)
- Annualized marketing activation budget by tactic
- Program measurement and evaluation (definition of all metrics by tactic)

**Comprehensive 3-Year Marketing Strategy Deliverables:**

- Targets, Objectives, Strategy
- Advertising campaign theme (often related but different than your brand theme)
- Core tactical recommendations and timing sequence
- Paid media strategy and pricing
- PR, social media, and content recommendations
- Budget allocation
- Measurement and tracking approach

**Final Report and Presentation:** At the completion of Phase III, we compile your brand into a final presentation that summarizes the research and takes viewers through the foundational creative development (line, logo, look, and color palette) as well as the steps of the action plan and marketing strategy. Each step is illustrated using the custom deliverable designs. We always leave time for discussion to ensure understanding, buy-in, and a clean beginning to the ongoing implementation of your brand. Your final report will show the research, strategy, creative work, and action plan in their entirety and will be shared digitally along with raw data files, a logo suite, and JPEG image files of all deliverables and your brand style guide.



## Phase IV: Evaluation (Future/Optional)

### Evaluation & Results Tracking

Evaluation yields new information, which may lead to the beginning of a new planning cycle. Information can be gathered from concept pre-testing, campaign impact in the marketplace, and tracking studies to measure a brand's performance over time.

Ideally, evaluation answers two basic questions: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in action that will achieve the desired objectives of the brand?

The research studies in this plan are designed to produce benchmarks and results that can be used for comparison with future studies. Additionally, over two decades of community branding experience have shown us that true success can be seen in the spread of excitement, inspiration, and innovation surrounding your brand among residents and stakeholders. Lastly, we are always available to answer questions and help with later marketing riddles. We have maintained an ongoing personal and business relationship with most of our clients, some for more than a decade. These tracking studies are outside the proposed scope of work, but we wanted Lauderhill to be aware of their future availability.

We use the following tools to measure tactical effectiveness:

**Social Media:** We perform social listening audits for our clients and measure not only likes, shares, and friends but also qualitative factors, such as sentiment.

**12-Month Follow Up:** We follow up after a year of your brand implementation to discuss the successes you have enjoyed and hurdles that you are working to overcome. We provide suggestions and direction for next steps in your continual brand integration.

**Brand Barometer:** Getting the talk right on the street is the most important thing a community can do to bolster its development efforts. Word of mouth has always been important; in this post-digital world, it is essential. With the benchmark included in your brand study, the Brand Barometer becomes a simple and inexpensive way to track your results and validate your success in word of mouth advertising and resident advocacy. We strongly recommend a Brand Barometer measurement every year to track the progress of the community.



## PROJECT TIMELINE

Getting Started Call Week 1

### Phase I

#### **Market Research + Brand Strategy**

Situation Analysis	Weeks 1 – 2
Research & Planning Audit	Weeks 1 – 2
Communication & Media Audit	Weeks 1 – 2
Community Engagement Website	Weeks 1 – 2
In-Market (Tour, Focus Groups, Interviews)	TBD
Online Community Survey & Brand Barometer	Weeks 4 – 8
Qualitative (Influencer) Perception Study	Weeks 6 – 10
Consumer Awareness + Perception Survey	Weeks 8 – 10
Competitive Positioning Review	Weeks 8 – 10
Situation Brief & Insight Development	Week 11
DNA Definition Development	Weeks 11 – 13
Research & Strategy Presentation	Week 14

### Phase II

#### **Creative**

Creative Brief Development (Internal)	Week 15
Creative Workshop/Community Workshop	Week 15
Foundational Creative Development	Weeks 16 – 20
Custom Deliverable Development	Weeks 21 – 25

### Phase III

#### **Action & Implementation**

Community Communication & Rollout Guidance	Weeks 26 – 30
Brand Action Ideas	Weeks 26 – 30
Final Report & Presentation	Weeks 31 – 32

## Proposed Timeline

**32 Weeks**

*We realize that a 32-week schedule would put the City of Lauderhill past its initially stated timeline of 6 months. We would value the opportunity to discuss timeline goals and rationale with the Lauderhill team and hope you will consider our lengthened timeline based on experience and best practices.*

*Timeline is dependent upon an efficient client approval process, which requires that data and feedback from the client is received at key milestones. If the client approval and consensus process takes longer than 36 weeks, North Star will invoice any remaining contracted amount at that time and reserves the right to propose project extension fees at a blended hourly rate.*

COST SCHEDULE  
**TAB 6**

RFP 2023-055 COST SCHEDULE		
<b>BRANDING AND MARKETING SERVICES</b>		
<b>Item Description</b>	<b>UNIT COST</b>	<b>TOTAL</b>
Deliverable 1 - Research, Insights, & Strategy	\$33,000	
Deliverable 2 - Creative Development	\$33,000	
Deliverable 3 - Action, Implementation, & Marketing Strategy	\$29,000	
	<b>SUBTOTAL:</b>	\$95,000
<b>Item Description</b>	<b>UNIT COST</b>	<b>TOTAL</b>
	<b>SUBTOTAL:</b>	
<b>Company Name:</b> North Star Place Branding + Marketing		
<b>Address:</b> 1023 Kings Ave., Jacksonville, FL 32207		
<b>Contact:</b> Will Ketchum		
<b>Email:</b> will@northstarideas.com		
<b>Phone:</b> (904) 645-3160		

PERSONNEL / MANAGEMENT

# TAB 7



## THE NORTH STAR TEAM

### Availability

The North Star team is capable and available to provide this Scope of Work for Lauderhill. The nature of a community branding project entails a variable workload. While we are flexible and able to handle varying workloads, we ask that Lauderhill project leaders adhere to our provided schedule to ensure timely and budget-friendly results.

**Sam Preston** will be your Project Manager and point of contact for any questions and issues throughout the project. He will hold regular meetings with the City of Lauderhill project leaders and report on a monthly basis, at minimum, outlining any significant meetings, discussions, actions, and results.



### Sam Preston

#### Director of Project Management • Project Manager

Having lived in the west and the southeast, Sam is well traveled. Growing up in Idaho, he developed a natural wanderlust and a love of wide open spaces, viewpoints, and opportunities. His studies led him to Utah, and there he caught the marketing and branding bug at some of Salt Lake City's best branding agencies. As a Floridian, Sam now enjoys a different kind of wide open space with his growing family. With nearly a dozen years of experience advising clients, Sam is known as a highly organized, steady force at the table for every project. He is a champion of the client's interests, but with a keen eye for the brand and marketing approach that will serve them best.

**Education:** Utah Valley University



### Roberto Muñoz

#### Research & Market Insights Director

Writing, marketing, research—all done with careful accuracy and quick wit: Roberto is a five-tool player for the placemaking game thanks to his endless energy and versatile skill set. After a stint at a downtown Nashville marketing agency, Roberto joined North Star as a supportive teammate with a penchant for finding the right words—and numbers—to tell a community's story in vivid detail. Whether working on business development or a research presentation, he always looks to learn about unique towns and cities nationwide and about the character and voice that sets them apart. He also puts his dual language skills to work for our many clients that have Hispanic populations. After college, Roberto returned to the Music City to spend time with family and begin a career in advertising. If he's not poring over commas and decimal points, he's likely catching a minor league ballgame in Nashville's Germantown or making a seasonal pilgrimage to Wrigley Field in Chicago.

**Education:** The University of Chicago



**Robin Shattler**

**Community Development Manager**

Raised in the heartland of Florida and having spent her college years on the plains of Auburn, Alabama, Robin has a soft spot for small-town America. With an education in business marketing and intercultural communication, Robin brings a love of learning and a keen eye for detail to the North Star team. Well-traveled and well-versed in all-things-marketing—including graphic design, social media, and research—she uses her skills to develop business relationships that result in lasting change in our partner communities. After the workday is over, Robin trades in her pencil and

keyboard to read fantasy novels and Twitter trends and spends her weekends caring for her plants and cheering her sports teams on to victory.

**Education:** Auburn University



**Ayona Anderson**

**Founder & CEO of EJP • North Star Allied Consultant**

Ayona was born, nurtured and raised in Dallas, TX. After becoming a first-generation college graduate, Ayona went on to gain more than 15 years of experience leading and executing integrated marcomm, public relations, and digital + social media strategies with global agencies and corporations. Prior to starting EJP in 2016, she helped to propel ExxonMobil's social media presence as the first-ever ExxonMobil social media advisor. As founder and CEO, Ayona leads a team of diverse, millennial strategists and designers EJP Marketing Co.

to deliver solutions for businesses and agency partners through public/media relations, social media strategy, multicultural communications, and marketing. During her career, Ayona has earned more than 500 million media impressions for clients in top national media outlets and blogs, e.g. New York Daily News, Austin-American Statesman, Huffington Post, LA Daily News, Sacramento Bee, etc. She has been a featured speaker at the Greater Southwest Black Chamber of Commerce Women's Conference, Mountain View College – Marketing & Social Media Small Business Lecture Series, and the Inaugural Young Women in Leadership Symposium at Southern Methodist University. Ayona enjoys spending her days outdoors, traveling, working out, and being a mom to the 15-year-old Yuri.

**Education:** University of Texas at Arlington



**Anita Carter**

**Senior Vice President, Creative Services**

Driven by avid curiosity—be it learning the origin of a word or phrase or everything there is to know about a place—Anita is an explorer at heart. The need to know how things work and what "makes people tick" led her to a Psychology degree with a focus in marketing. From being on the team that developed some big consumer brands like the Cadillac Escalade to overseeing an international spa skincare brand and developing place brands in her home state of Florida, the desire to know what is going on "behind the curtain" has

proven a truly valuable asset. At North Star, Anita gets involved at every level digging into



research to help develop sound strategic foundations and bringing those ideas to life through big ideas, expressive writing, and creative expressions. When she's not busy figuring things out, Anita is exploring the world with many of her adventures taking her to wine growing regions, a passion she shares with her husband. She's a trained massage therapist too, but she only pulls that trick out of the bag in emergencies.

**Education:** Florida State University



**Patrick Golden**  
Executive Creative Director

With his background in history, passion for architecture, and love of a good story, Patrick loves learning about the place he hasn't been, a town off the beaten path, or the true heart of a city. Combine these qualities with his love of strategy and design, and he is ready to distill all of this into design mark, logos, straplines, and narratives that are as authentic as the places they represent. And he's got the awards to show it—dozens of Addys and an Effie for marketing effectiveness. Patrick has even painted the art on our walls and designed our office spaces. He's a true Renaissance creative man. Being mistaken for a local is the greatest compliment you can pay Patrick. He always has a bag packed, a camera in his hand, and a sketchbook in his backpack, ready to rack-up as many miles and experiences as possible.

**Education:** Flagler College



**Haley Yacavone**  
Art Director

Originally from just outside of New Orleans, Haley has spent most of her life right here in Jacksonville, Florida. Since high school she's been on the fast track to jump straight into the bustling Advertising industry. Haley graduated from University of South Florida in 3 short years with her Bachelor's in Advertising and soon after moved to Richmond, Virginia to obtain her Master's in Art Direction from the renowned Brandcenter program. She firmly believes that nothing is out of reach when you have wit and determination at your disposal. When Haley isn't diversifying her skillset to wow our clients, you can find her throwing tennis balls for her dogs or playing poker with friends and family.

**Education:** University of South Florida | MA, Brandcenter



**Brittany Kandah**  
Creative Services + Production Coordinator

Born and raised in Jacksonville, Florida, Brittany enjoys spending time at the beach as well as trying different restaurants that the city has to offer. Traveling brings excitement and drive to Brittany's life. After a trip, Brittany is filled with motivation and inspiration that she uses to help advance our North Star communities. After a productive day at the office, Brittany values spending quality time with her family and friends.

**Education:** University of Florida



**Tyler Holder**

**Director of Strategic Communications**

While a Florida native, Tyler’s career and curiosity often takes him well beyond state lines. From supporting economic development projects to managing community initiatives across the U.S. and beyond, Tyler brings a wealth of experience in public relations, content creation, and social media management to our team. Whether it’s developing the positioning for a place marketing campaign or navigating complex, multi-layered local issues, his integrated mindset ensures we approach each project holistically, considering all perspectives and opportunities. As an avid and steadfast Jacksonville Jaguars fan, Tyler takes time away from the office to venture into a couple away stadiums in his teal and black each year—from New York, Houston, Nashville, Seattle, and more.

**Education:** University of North Florida



**Darby Villarroel**

**Public Relations Account Manager**

Raised in the kind of town that North Star aims to serve, Darby knows how special a community is to its people. She loves diving into the history of places to find what makes them unique and uncovering the value each community has to offer its residents and visitors. Darby brings public relations experience, writing prowess, and a keen interest in research to the team. For leisure, Darby loves to read by a body of water, see live music, and laugh at the endless entertainment provided by her three beloved cats, Aria, Hendrixx, and Potato.

**Education:** University of North Florida



**Sydney Gorak**

**Social Media + Content Manager**

Fueled by a passion for journalism, Sydney brings creativity and excitement to developing content that brings North Star and our client’s social media handles to life. Born in Maryland and spent time in Pennsylvania before settling in Florida, Sydney has a passion for discovering what makes a place a community. Sydney’s copywriting, social media marketing, and brand building experience pair nicely with our integrated team. When not focusing on our client’s social media efforts, you can find Sydney snapping photos or spending time on the beach.

**Education:** Flagler College



**Lily McNeel**

**Account Coordinator**

Having roots that grow deep in South Georgia and Northeast Florida, Lily knows there is nothing like that small-town feel. But with skills such as creativity and communication, you can drop her anywhere, and she can turn a location into a home. When it comes to branding and marketing, Lily is fueled by creative, out-of-the-box thinking that helps our communities



catch the eyes of their intended audiences. When Lily is not focusing on digital marketing, you can find her painting, playing guitar, or reading a mysterious Stephen King novel.

**Education:** Flagler College



**Mark Stevens**

**Digital Marketing Lead • Executive Vice President**

With more than 25 years in marketing and operations, Mark is our go-to guy for streamlining the processes that help us produce great work for each and every place we represent. His rich background spans Fortune 1000 companies and global leaders like FedEx. Much like his affinity for making music, Mark applies the same commitment and perfectionism to creating an excellent return and results for our agency and our clients. When he isn't focused on improving operations for clients or playing guitar for intimate audiences, he enjoys spending time with his family. With an MBA from Vanderbilt, Mark never takes his eye off the bottom line while shaping the policies that impact our clients' successes, too.

**Education:** University of Florida | MBA, Vanderbilt University



**Will Ketchum**

**President • Leadership & Strategic Oversight**

Communities are everything—spirit, pride, livelihoods, ambitions, friendships, recreation, and most of all, home. With that point of view, Will is as passionate about community and place branding as they come. From our Jacksonville office, he manages North Star operations and is always close to clients and our work. He's advised Fortune 1000 companies, major metros, and rural counties on marketing and brand strategy over his 30 years in the agency business and has a particular focus in community economic development. He has led a community-wide visioning process to create a competitive global identity for Jacksonville which involved a wide array of city leaders, stakeholder groups, and sponsors. Will has never seen a trail he didn't want to take—whether it's traveling to solve branding challenges in amazing client communities or traveling for fun with his family.

**Education:** Vanderbilt University | MBA, University of North Carolina at Chapel Hill

ATTACHMENTS  
**TAB 8**

## REFERENCES



### Orange Park, FL

*Ms. Sarah Campbell*

Town Manager

Town of Orange Park

2042 Park Ave., Orange Park, FL 32073

904.278.3011

[scampbell@townop.com](mailto:scampbell@townop.com)



### La Vista, NE

*Mr. Mitch Beaumont*

Community Relations Coordinator

City of La Vista

8116 Park View Blvd., La Vista, NE 68128

402.593.6410

[mbeaumont@cityoflavista.org](mailto:mbeaumont@cityoflavista.org)



### Georgetown, TX

*Ms. Aly Van Dyke*

Communications and Public Engagement Director

City of Georgetown

808 Martin Luther King Jr St., Georgetown, TX

78626

512.630.6210

[Aly.VanDyke@georgetown.org](mailto:Aly.VanDyke@georgetown.org)



### Santee, CA

*Ms. Marlene Best*

City Manager

City of Santee

10601 Magnolia Ave., Santee, CA 92071

619.258.4100 ext. 295

[mbest@cityofsanteeca.gov](mailto:mbest@cityofsanteeca.gov)



### Fayetteville, NC

*Mr. Doug Hewett*

City Manager

City of Fayetteville

433 Hay St., Fayetteville, NC 28301

910.433.1990

[dhewett@ci.fay.nc.us](mailto:dhewett@ci.fay.nc.us)



**CHALLENGE:**

Special things come in small packages—precisely the situation in the Town of Orange Park. At roughly five square miles in size, the Town was very proud of all that its small size delivered, but its share of voice (and new investment) had been fading.

Located at the northern end of a county growing quickly southward, the Town knew it was time to assert itself to capture its share of the growth and reclaim its position as Clay County's business services, healthcare and lifestyle hub. In concert with long term planning to improve its retail frontage and aesthetics along busy state road 17, the main artery from adjacent Jacksonville to the north, the Town of Orange Park also sought to improve outdated perceptions. The Town needed a refreshed brand to reawaken appreciation for its natural, waterfront beauty, rich history, warm sense of connection and enviable proximity to vibrant Jacksonville..

**INSIGHT:**

With a capacity of about 10,000 residents, there was power in the fact that the Town could only entertain so much growth. With infill and gentrification its goals, the assignment was about repositioning this North Florida gem for the future it deserved. While much of the new and expansive residential growth flew south of the Town, it owns one immovable advantage: it is the only town in Clay County that shares its border with Jacksonville, a major metro and employment center. Simply put, the Town of Orange Park is closer. But North Star's discovery process found that "closer" didn't just describe the Town of Orange Park's geographic location; it also described the beneficial ways in which residents and businesses can interact with one another each day.

**BRAND STRATEGY:**

The DNA strategy led North Star to leverage the unique experiences that only the Town of Orange Park can deliver. Its small size puts residents closer to natural beauty, closer to history and closer to friends, family and faith (and did we mention it puts them closer to Jacksonville?). In short, Closer to What Matters. Centered on this brand strapline, North Star built the visual brand identity of the Town around its trademark orange color, but also around the Town's signature natural asset, its towering oak trees. The brand logo carries a tone of new vibrancy and premium, yet down to earth, personality. Fittingly, the brand has been met with a warm welcome and is well on its way to helping them position for heightened investment and prosperity.



SOME PLACES LET YOU KNOW YOU'VE ARRIVED.  
AND OTHERS, THAT YOU'VE ARRIVED HOME.

• Welcome to a Town that's closer to what matters.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat.

@ f t • townoforangepark.com

SOME PLACES LET YOU KNOW YOU'VE ARRIVED.  
AND OTHERS, THAT YOU'VE ARRIVED HOME.

• Welcome to a Town that's closer to what matters.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat.

@ f t • townoforangepark.com

SOME PLACES BUSINESS IS ALL ABOUT COMPETITION.  
AND OTHERS, ARE ALL ABOUT COMMUNITY.

• Welcome to a Town that's closer to what matters.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo consequat. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat.

@ f t • townoforangepark.com





**CHALLENGE:**

What's a community to do when common descriptors are overshadowed and overlooked? Such was the dilemma for La Vista, Nebraska: Overshadowed by its older, slightly larger neighbor Papillion, which takes top billing for shared assets like the school district. And overlooked by an even larger neighbor to the north, Omaha. How can this town used to second thoughts get folks to take a first or fresh look? Should be easy when your name literally means "view." Right?

**INSIGHT:**

La Vista enjoys a comfortable setting as the newest city in the middle of the state's fastest growing region. The location serves as a calm, family friendly oasis in a crowded metro with easy access to the best of that region. It boasts a forward-thinking perspective unlike some neighbors, which ensures an unlikely balance of outsized economic opportunity and enviable small town sense of community.

**BRAND STRATEGY:**

North Star recommended pursuing folks who want to be in the middle of opportunity and activity while enjoying a strong sense of community. La Vista appeals to those who celebrate small gestures and innovate with big ideas. It stands out as a place not chasing trends but truths in its decision making, which gives residents and businesses the confidence to succeed.

For a community whose name means view, creative elements should elevate that device both in tone and visuals. Brand tools should encourage audiences to change their perspective on La Vista while giving them a place to improve their own future. The design mark is both a stylized monogram "LV" and a take on framing a view with your hands or fingers like a photographer might demonstrate. The line plays on the name and can be interpreted as either "a place from which to view something" or "a way of thinking." It underscores the message that La Vista is in "the middle of it all," from where you can see (access) everything.

# PUT LIFE IN PERSPECTIVE



WITH SO MUCH TO DO AND SO MUCH TO SEE, YOU'LL ALWAYS HAVE SOMETHING GREAT IN YOUR SIGHTS IN LA VISTA.

Lorem ipsum dolor sit amet, consectetur adipisicing elit, ididunt ut labore et dolore magna aliqua. Ut enim am. Odigendipsum que venis anducidis modi ut et, venditia que non reius volorum.



www.cityoflavista.org |   

# PUT OPPORTUNITY IN PERSPECTIVE



SMART GROWTH, ABUNDANT OPPORTUNITIES, AND REAL COMMUNITY CHARM MAKE LA VISTA THE PERFECT PLACE TO LAUNCH YOUR BIG IDEAS.

Lorem ipsum dolor sit amet, consectetur adipisicing elit, ididunt ut labore et dolore magna aliqua. Ut enim am. Odigendipsum que venis anducidis modi ut et, venditia que non reius volorum.



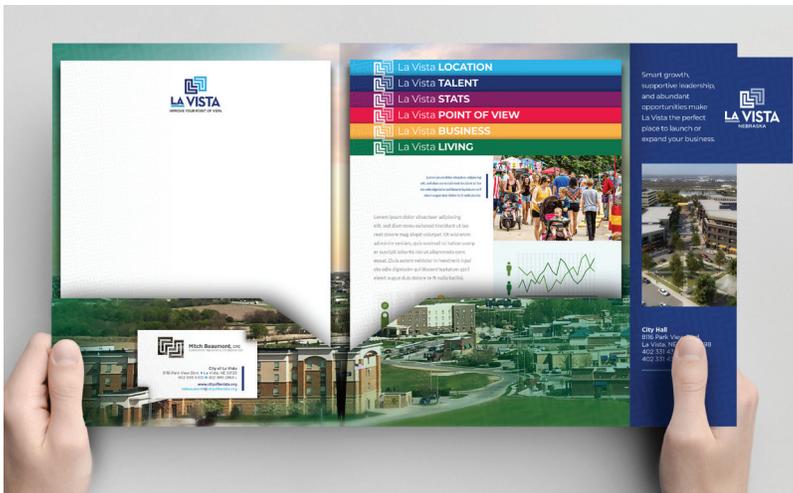
www.cityoflavista.org |   

POTTY TRAINED AND READY FOR A NEW POINT OF VIEW AS WELL AS SOME TREATS.  
**ADOPT ME.**

**LA VISTA POLICE K9 FOR A DAY**



**LA VISTA**  
IMPROVE YOUR POINT OF VIEW.







#### **CHALLENGE:**

Georgetown, TX had a recognizable logo that was literally everywhere. On the sides of buildings and inlaid floors of public buildings and on signs. And. And. And. But it was hard to use. Plus the guidelines were strict. So departments and partners went rogue and asked for forgiveness instead of permission. All of this led to a lack of cohesion and identity, which clearly was not reflective of this great Texas community north of Austin. City administration wanted the mark to evolve and be indicative of the community's distinct promise but not make this about a logo or line. So how do you add meaning and relevance to something that already exists without seeming forced, arbitrary or disingenuous?

#### **INSIGHTS:**

Texas elicits certain expectations as does the Texas Hill Country. But few communities can deliver on that quintessential character while still offering ease and opportunity. Georgetown is that Central Texas community you are drawn to and hoped for. Historic yet current; convenient yet distinct; down-to-earth and forward thinking; far enough from urban complexity but close enough for urban experiences on your terms. Georgetown is celebrated for its historic and lively Downtown Square destination in Central Texas. The region is synonymous with growth, opportunity, and active lifestyles. Georgetown delivers those in a more comfortable, manageable setting than others. A strong sense of community attracts many to Georgetown from lifetime residents to newcomers.

#### **BRAND STRATEGY:**

So that classic logo made sense, but we needed to move it forward. The meaning and relevance were there. It just had to be told in context. So Georgetown retained its classic monogram logo; we just gave it a modern haircut and color. The creative process revealed a Texas cowboy hat in the monogram that had always been there. The logo helps deliver on the promise of the Texas town you hoped for with all of the lifestyle and opportunity you want moving forward. The serif fonts provide a sense of stability and history while the unique letter forms lend an air of friendliness. The all lowercase and italic strapline is welcoming and echoes the forward motion of the script "G", creating a cohesive and attractive lockup. **More than welcome** is a big Texas welcome to the quintessential Hill Country community. The common phrase is easy to remember but with many positive associations. It strongly delivers the sense of belonging and opportunity available to everyone in Georgetown, and it provides a great opportunity to showcase Georgetown's many superlatives. The line is also a strong invitation for businesses and visitors. While the previous palette was limiting, the expanded colors are built around a new, more vibrant shade of red as Georgetown's signature, a way to include the beloved red poppy without using a flower image. Secondary tones reflect the natural, scenic beauty of the place and the welcoming, approachable nature of her people. The selection of vibrant and more muted tones provide the flexibility to create department logos and other extensions with a level of distinction if desired.

The place for  
**Living** *GS*

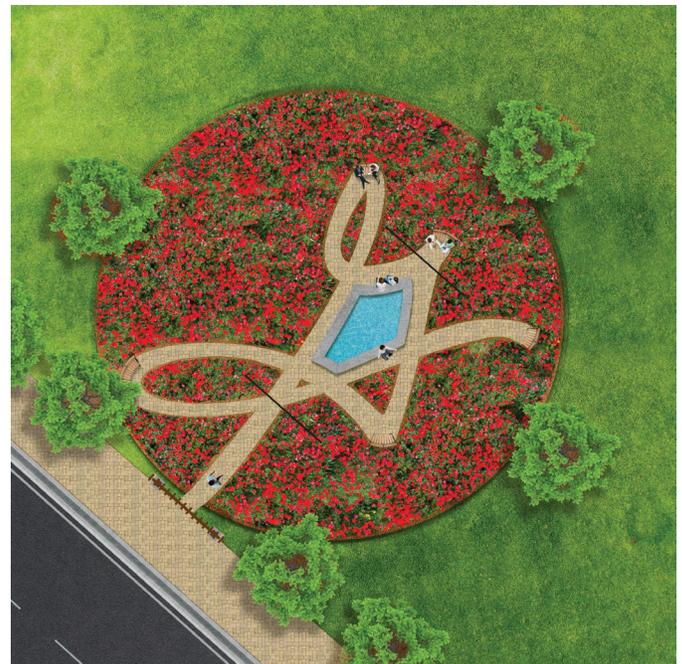
*Blue Hole Park, just one of the welcoming spots in Georgetown.*

Don't let our small-town charm fool you. Sure, Georgetown delivers the authentic and welcoming community that you would expect from Texas, but you get so much more than that. Here you can slow down and enjoy life without falling behind by taking advantage of the opportunity to grow and build the future you want for your family. *In Georgetown, you are more than welcome.*

**GEORGETOWN**  
TEXAS

Georgetown.org |   

*GS*  
**GEORGETOWN**  
TEXAS  
*more than welcome*





### CHALLENGE:

Santee has spent decades surprising newcomers that ventured its way. But many in San Diego County were still completely unaware or just thought of it as the far East as in way inland, way far away, Santee found that old perceptions and expectations live long when inland communities only face inward. But talk to many newcomers to Santee over the last few decades and you will hear pride knowing that they got in on the secret here. Their message to others (with a subtle poke at their previous communities along the oceanfront) is that you don't just coast in Santee, you thrive.

### INSIGHTS:

Some described it as a 20-minute city meaning you can be almost anywhere in 20 minutes (unless at the peak of San Diego rush hour). The beach, downtown, the desert, the mountains, you name it. So not that far really. What Santee has done quietly on its side of the county is create a close-knit, welcoming community where people can engage with their neighbors. The ability to connect with family, friends and neighbors without sacrificing economic or leisure opportunities makes the affordable, scenic location attractive.

### BRAND STRATEGY:

North Star recommended focusing on young professionals and families with active lifestyles seeking a sense of community and belonging without giving up the best of Southern California and the freedom to chase their aspirations. The community's 40th anniversary provided a great vehicle for reaching those along the coast and throughout Southern California.

Creative tools needed to identify, invite and introduce Santee to people who thought East County meant almost Arizona, which was a lot for creative elements to do effectively and succinctly. The logo successfully communicates forward momentum, personality, a welcoming nature, and the scenic inland experience. The "Do More. Due East." line is memorable with consonance and rhythmic sounds. It tells audiences that there is a lot more in Santee than they may know and broadly challenges the low expectations some have of East County communities. The tone tells audiences they can do more with their families and their finances here, connecting access with affordability.



**DON'T JUST COAST  
THRIVE**

"I wouldn't be doing so well, so fast if I had chosen another city."

Gene Chaffin  
BNS Brewing & Distilling Co.  
Since 2012

**DO MORE WITH YOUR BUSINESS. DUE EAST IN SANTEE.**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliqui.

cityofsanteeca.gov |

**DON'T JUST COAST  
THRIVE**

"This is more than the place I live, this is where my family has grown"

Diahann Abbott  
4 Year Santee Resident

**DO MORE WITH YOUR FAMILY. DUE EAST IN SANTEE.**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliqui.

cityofsanteeca.gov |



FAYETTEVILLE  
CUMBERLAND CO.  
CAN DO CAROLINA

**CHALLENGE:**

Regionalism is hard. Most don't even attempt it. But Fayetteville and Cumberland County in North Carolina are not most places. You probably know something about this strategic spot in the Carolinas. It is home to Fort Bragg, the world's largest US military installation. But it is by no means one-dimensional. The region brought together every aspect of the place — Cities, County administration, Economic Development and Tourism organizations, Chamber, the Arts, Downtown, and more — for this effort. They knew that the benefit of coming together is working together towards an updated narrative for the region.

**INSIGHTS:**

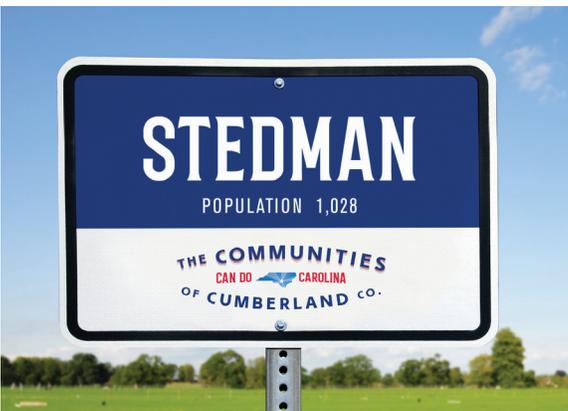
North Star found that the military strength of Fort Bragg certainly shapes the dynamics of the region, but that the region shapes the lives of the military. Getting boots on the ground within hours across the globe is not possible without the boots on the ground in Cumberland County (especially those not in the military). Lifelong residents, immigrants, artists, entrepreneurs, and service members and their families in the region share a commitment to readiness, concrete action and determination: Fayetteville and Cumberland County stand united by the lessons of its history, the lifeblood of traditions, and the promise of its future. It's an obligation and a duty here to make things happen for the country, the community and one another. As one voice from the research simply put it, "We can, so we must."

**BRAND STRATEGY:**

North Star recommended targeting those who seek a comfortable southern location with a vibrant, youthful energy that comes from highly trained professionals with a global perspective who are as supportive as they are driven in the pursuit of goals and dreams (yours and each other's).

The creative challenge with so many partners committed to a regional approach while requiring their own individuality was significant. A diverse color palette celebrates the global cultures that the region and its partners enjoy. Consistent typography communicates strength and the area's welcoming nature. Shared elements like the star provide a connection and structure for integration. But it is language and vocabulary that will connect the dynamic parts of the region. as they invite interest and investment. In its own way, each partner needs to make "can do" the go to for their organization in service and generosity. This will serve each partner well and advance recognition for the whole. Collectively, "CAN DO Carolina" serves as an invitation and an anthem for the region. It certainly reflects the collaborative spirit and commitment to regionalism demonstrated during this project. And that made for a successful coordinated launch for the regional brand, with so many partners on board showcasing how it works for their organization while elevating the region.

# FAYETTEVILLE CUMBERLAND CO. CAN DO CAROLINA





NINE COMMUNITIES, ONE BIG FAMILY.



Together, we share the joys of friendships, our storied land and enduring traditions. We own our challenges, making progress and creating opportunity. In so many ways, we're working for you. But together is how we'll get there.

co.cumberland.nc.us



NORTH CAROLINA

Together, we can.



SPOTLIGHT STORY

**JUN. 18, 2020**  
**Animal Shelter Resumes Pet Adoptions June 22**  
Cumberland County Animal Control is re-opening the animal shelter for pet adoptions by appointment only starting Monday, June 22.

READ MORE



MEETINGS & EVENTS

- AUG 3** Board of Commissioners, Regular Meeting
  - AUG 13** Board of Commissioners, Agenda Session
  - AUG 17** Board of Commissioners, Regular Meeting
  - SEP 08** Board of Commissioners, Regular Meeting
  - SEP 10** Board of Commissioners, Agenda Session
  - SEP 12** Board of Commissioners, Agenda Session
  - OCT 2** Board of Commissioners, Agenda Session
- VIEW ALL MEETINGS

CUMBERLAND COUNTY HAPPENINGS

VIEW ALL HEADLINES

- JUL 06, 2020**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Lorem ipsum dolor sit amet, consectetur, congue massa. A lacinia sapien. Orci...
- JUL 02, 2020**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Lorem ipsum dolor sit amet, consectetur, congue massa. A lacinia sapien. Orci...
- JUN 30, 2020**  
Lorem ipsum dolor sit a consectetur adipiscing i Lorem ipsum dolor sit amet, congue massa. A lacinia sapie

Contact Us  
Cumberland County Government  
Judge E. Maurice Braswell  
Courthouse  
117 Dick Street, Fayetteville, NC 28301

EMPLOYEES/RETIRES | SITEMAP | ADDITIONAL LINKS | ADA COMPLIANCE



**ATTACHMENT B  
NON-COLLUSIVE AFFIDAVIT**

STATE OF Florida

COUNTY OF Duval

Leslie Johnson being first duly sworn  
deposes and says that:

BIDDER is the Partner, Will Ketchum  
(Owner, Partner, Officer, Representative or Agent)

BIDDER is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;

Such Bid is genuine and is not a collusive or sham Bid;

Neither the said BIDDER nor any of its officers, partners, owners, agents, representative, employees or parties in interest, including this affidavit, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other BIDDER, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted; or to refrain from bidding in connection with such Contract; or have in any manner, directly or indirectly, sought by agreement or collusion, or communications, or conference with any BIDDER, firm, or person to fix the price or prices in the attached Bid or any other BIDDER, or to fix any overhead, profit, or cost element of the Bid Price or the Bid Price of any other BIDDER, or to secure through any collusion conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Contract;

The price of items quoted in the attached Bid are fair and proper and are not tainted by collusion, conspiracy, connivance, or unlawful agreement on the part of the BIDDER or any other of its agents, representatives, owners, employees or parties in interest, including this affidavit.

By *Will Ketchum*

Subscribed and sworn to before me this 17<sup>th</sup> day of October, 2023.



Leslie A. Johnson  
Comm.:HH 185155  
Expires: Oct. 11, 2025  
Notary Public - State of Florida

*Leslie A. Johnson*  
Notary Public (Signature)

My Commission Expires: 10/11/25

**ATTACHMENT D**  
**CONFIRMATION OF DRUG-FREE WORKPLACE**

In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibitions.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or Contractual services that are under Bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or Contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any State, for a violation occurring in the workplace no later than five (5) days after the conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

A signed copy of your Drug-Free Workplace Policy must be attached to this signed copy and submitted with the Bid Documents.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



\_\_\_\_\_  
Vendor's Signature

## **DRUG POLICY**

### **Purpose**

In compliance with the Drug-Free Workplace Act of 1988, The Burdette Agency, Inc. (dba High Reason and dba North Star Place Branding + Marketing) (hereinafter referred to as Company) has a longstanding commitment to provide a safe, quality-oriented and productive work environment. Drug misuse poses a threat to the health and safety of the Company's employees and to the security of the Company's equipment and facilities. For these reasons, the Company is committed to the elimination of drug use and misuse in the workplace.

### **Employee Assistance**

The Company will assist and support employees who voluntarily seek help for drug addiction before becoming subject to discipline or termination under this or other Company policies. Such employees will be allowed to use accrued paid time off, placed on leaves of absence, referred to treatment providers and otherwise accommodated as required by law.

Employees should report to work fit for duty and free of any adverse effects of illegal drugs. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must, however, consult with their doctors about the medications' effect on their fitness for duty and ability to work safely, and they must promptly disclose any work restrictions to their supervisor.

### **Work Rules**

1. Whenever employees are working, are present on company premises or are conducting company-related work offsite, they are prohibited from:
  - a. Using, possessing, buying, selling, manufacturing or dispensing an illegal drug (to include possession of drug paraphernalia).
  - b. Being under the influence of an illegal drug as defined in this policy.
2. The presence of any detectable amount of any illegal drug, illegal controlled substance in an employee's body system, while performing company business or while in a company facility, is prohibited.
3. The Company will also not allow employees to perform their duties while taking prescribed drugs that are adversely affecting their ability to perform their job duties safely and effectively. Employees taking a prescribed medication must carry it in a container labeled by a licensed pharmacist or be prepared to produce the container if asked.
4. Any illegal drugs or drug paraphernalia will be turned over to an appropriate law enforcement agency and may result in criminal prosecution.

### **Consequences**

Employees who use, possess, buy, sell, manufacture or dispense an illegal drug in violation of this policy will be terminated. Employees who violate this policy, will be subject to discipline, up to and including termination. Depending on the circumstances, the employee's work history/record and any state law requirements, the Company may offer an employee who violates this policy or tests positive the opportunity to return to work on a last-chance basis pursuant to mutually agreeable terms, which could include follow-up drug testing at times and frequencies determined by the Company for a minimum of one year but not more than two years as well as a waiver of the right to contest any termination resulting from a subsequent positive test. If the employee either does not complete the rehabilitation program or tests positive after completing the rehabilitation program, the employee will be immediately discharged from employment.

### **Crimes Involving Drugs**

The Company prohibits all employees from manufacturing, distributing, dispensing, possessing or using an illegal drug in or on company premises or while conducting company business. Company employees are also prohibited from misusing legally prescribed or over-the-counter (OTC) drugs. Law enforcement personnel may be notified, as appropriate, when criminal activity is suspected.

The Company does not desire to intrude into the private lives of its employees but recognizes that employees' off-the-job involvement with drugs may have an impact on the workplace. Therefore, the Company reserves the right to take appropriate disciplinary action for drug use, sale or distribution while off company premises. All employees who are convicted of, plead guilty to or are sentenced for a crime involving an illegal drug are required to report the conviction, plea or sentence to management within five days. Failure to comply will result in automatic discharge. Cooperation in complying may result in suspension without pay to allow management to review the nature of the charges and the employee's past record with the Company.

### **Drug Policy Certificate of Receipt**

I hereby certify that I have received a copy of the Company's Drug Policy.



-----

-----

**ATTACHMENT E  
SIGNATURE PAGE**

The undersigned attests to his (her, their) authority to submit this Submittal and to bind the firm(s) herein named to perform as per agreement. Further, by signature, the undersigned attests to the following:

1. The Proposer is financially solvent and sufficiently experienced and competent to perform all of the work required of the Proposer in the Contract;
2. The facts stated in the Proposer's response pursuant to Request for Submittals, instructions to Proposer and Specifications are true and correct in all respects;
3. The Proposer has read and complied with, and submits their proposal agreeing to all of the requirements, terms and conditions as set forth in the Request for Proposals.
4. The Proposer warrants all materials supplied by it are delivered to the CITY of Lauderhill, Florida, free from any security interest, and other lien, and that the Proposer is a lawful owner having the right to supply the same and will defend the conveyance to the CITY of Lauderhill, Florida, against all persons claiming the whole or any part thereof.
5. **Proposer understands that if a team is short listed and selected to make oral presentations to the selection committee and/or CITY, only the team members evaluated in the written submissions may present at the oral presentations. Any changes to the team at the oral presentations will result in that team's disqualification.**
6. The undersigned certifies that if the firm is selected by the City the firm will negotiate in good faith to establish an agreement.
7. Proposer understands that all information listed above may be checked by the City of Lauderhill and Proposer authorizes all entities or persons listed above to answer all questions. Proposer hereby indemnifies the City of Lauderhill and the persons and entities listed above and holds them harmless from any claim arising from such authorization or the exercise thereof, including the dissemination of information pursuant thereto.

Submitted on this 19<sup>th</sup> day of October, 2023  
(If an individual, partnership, or non-incorporated organization)

Leslie Johnson  
Witness  
Leslie Johnson  
Printed  
Accounting Director  
Title

The Burdette Agency, Inc.  
Company  
Will Ketchum  
By  
Will Ketchum, President  
Printed Name, Title

(If a corporation, affix seal)

Attested by Secretary

THE BURDETTE AGENCY, INC.  
Company  
Patrick Golden  
By  
Patrick Golden, ECD, Secretary  
Printed Name, Title

Incorporated under the laws of the State of Florida.

CERTIFICATE  
(For Corporation)

I HEREBY CERTIFY that a meeting of the Board of Directors of The Burdette Agency, Inc., a corporation under the laws of the State of Florida held on October 17, 20 23, the following resolution was duly passed and adopted:

"RESOLVED, that Will Ketchum, as President of the Corporation, is hereby authorized to execute the Bid Form dated October 19, 2023, between the City of Lauderhill, Florida, and this Corporation, and that the execution thereof, attested by the Secretary of the Corporation and with corporate seal affixed, shall be the official act and deed of this Corporation".

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this 17 day of October, 2023.

  
Secretary

STATE OF FLORIDA  
COUNTY OF Duval

Sworn to and subscribed before me on this 17<sup>th</sup> day of October, 20 23 by Patrick Golden who  is personally known to me or who  has presented the following type of identification: \_\_\_\_\_



Leslie A. Johnson  
Comm.:HH 185155  
Expires: Oct. 11, 2025  
Notary Public - State of Florida

  
Signature of Notary Public, State of Florida

Notary seal (stamped in black ink)  
OR  
Printed, typed or stamped name of Notary and Commission Number

**ATTACHMENT F  
LIST OF SUBCONTRACTORS**

The Proposal shall list below the names and business address of each subcontractor who will perform Work under this Proposal in excess of one-half of one percent of the Contractor's Total Proposal Price, and shall also list the portion of the Work that will be done by such subcontractor. The listing of more than one subcontractor for each item of Work to be performed with the words "and/or" will not be permitted. Failure to comply with this requirement will render the Proposal as non-responsive and may cause its rejection.

<b>Work to Be Performed</b>	<b>% Total Contract</b>	<b>Contractor License No. if Applicable</b>	<b>Subcontractor Name/Address</b>
N/A			

**ATTACHMENT G  
PERFORMANCE REFERENCE  
VERIFICATION SURVEY FORM**

**RFP #** 2023-055

**Vendors Name:**  
**Agency Providing Reference:**  
**Agency Contract:**  
**Contact E-mail:**  
**Contact Phone #:**  
**Solicitation Name:**

Please rate your experience with the vendor. The completed questionnaire form must be attached with your response. Thank you.

Please use the following rating scale to answer the questions:

**Ratings: 1 Poor 2 Good 3 Exceptional 4 Not Applicable**

1. Rate the level of commitment of the Contractor when performing the work. \_\_\_\_
2. Rate the competency and accessibility of the personnel performing the work. \_\_\_\_
3. Rate the vendor's success at keeping you updated and informed of problems and issues. \_\_\_\_
4. Rate the vendor's knowledge of procedures required by regulatory agencies. \_\_\_\_
5. Rate the vendor's ability to meet deadlines. \_\_\_\_
6. Rate the vendor's ability to complete punch list items. \_\_\_\_
7. Rate the vendor's commitment to safety. \_\_\_\_
8. Rate the level of comfort and confidence you had in the contractor during the project. \_\_\_\_
9. Rate the overall performance of the vendor. \_\_\_\_

Additional comments:

\_\_\_\_\_  
\_\_\_\_\_

Vendor Name: \_\_\_\_\_ Title: \_\_\_\_\_

\_\_\_\_\_  
(Please print - Person completing survey)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_  
(Person completing survey)

**Reference verified by City Employee:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**ATTACHMENT H  
ACKNOWLEDGEMENT OF ADDENDUM**

**RFP** 2023-055  
**TITLE** Branding and Marketing Services

Acknowledgement is hereby made of the following Addenda received since issuance of Specifications:

Addendum No. N/A -Dated \_\_\_\_\_

Addendum No. \_\_\_\_\_ -Dated \_\_\_\_\_

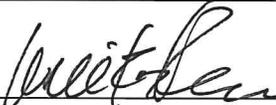
Addendum No. \_\_\_\_\_ -Dated \_\_\_\_\_

---

Name of Vendor's Service Contact: Kentrea White

Address: 1023 Kings Ave., Jacksonville, FL 32207

---

Signature  Date 10/17/23

**This page must be submitted with RFP. Failure to provide the requested documents may result in your proposal being deemed Non-Responsive.**



# *State of Florida*

## *Department of State*

I certify from the records of this office that THE BURDETTE AGENCY, INC. is a corporation organized under the laws of the State of Florida, filed on November 13, 1996.

The document number of this corporation is P96000093177.

I further certify that said corporation has paid all fees due this office through December 31, 2019, that its most recent annual report/uniform business report was filed on February 7, 2019, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Seventeenth day of December,  
2019*



*Ronald R. DeSantis*  
Secretary of State

Tracking Number: 5683106650CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

