

**THE CITY OF GREENFIELD  
BRANDING, MARKETING STRATEGY  
AND WEBSITE**

**PURCHASE ORDER**

*OCTOBER 25, 2017*



**matchbook** creative

# AGREEMENT: STATEMENT OF WORK

## **ONBOARDING >>> KICKOFF MEETING**

In order to build a successful partnership and create an effective brand and marketing strategy for the City of Greenfield moving forward, Matchbook takes time to allow our team to fully understand your mission, direction and expectations. This onboarding exercise will help to provide Matchbook with a foundation as we work to uncover the direction of your upcoming development. Our exploration efforts will include time to review your current position and messaging while including previously developed strategies and vision exercise results. We will be able to determine if any of the previously created material will benefit the City of Greenfield. This initial meeting will include your assigned team and our team: your assigned account director, strategist and creative director.

## **PRELIMINARY MARKET RESEARCH AND ANALYSIS (EVALUATION OF EXISTING RESOURCES)**

Matchbook will assess and analyze current positioning using information from the brand audit, as well as thorough study of similar programs and research of your audiences. We will be able to identify current perceptions, positive and negative experiences, audience demographics and psychographics and process pain points. Through this exercise, we can best grasp how to appropriately market the City of Greenfield most effectively and create a marketing plan.

This phase will include:

### THE CITY OF GREENFIELD'S SITUATIONAL ANALYSIS

- > Current brand audit
- > Competitor research
- > Situational analysis
- > SWOT analysis
- > Audience analysis
- > Identification of trends

### EVALUATION OF THE CITY OF GREENFIELD'S RESOURCES

- > Analysis of the city's current staffing, budget and tools allocated towards marketing
- > Provision of a marketing strategy based on the city's existing resources (per the city's request, our strategy may include some options to expand resources and outsource as needed)
- > Recommendations for projected changes to existing allocated resources
- > Estimates of any additional resources needed (i.e. implementation costs, 1-3 year feasible plan, etc.)

### CITY OF GREENFIELD INTERNAL RESEARCH

- > Conduct interviews with up to thirty (30) key stakeholders and analyze

### DELIVERABLE

- > Findings will be included in the brand and marketing strategy document as a printed and bound report

	<b>estimate hours:</b>	<b>60 / 9,000.00</b>
	<b>(provision for 2015 Comprehensive Plan)</b>	<b>- 1,500.00</b>
		<b>7,500.00</b>

## **BRAND WORLD >>> BRAND DISCOVERY >>> BRAND ACTION PLAN AND IMPLEMENTATION STRATEGY**

In tandem with the preliminary market research and analysis, Matchbook will hold a learning, research and strategy session where we meet with you and your stakeholders to dive in and discover your true mission and goals for the future. This process will bring team members together and place them on the same page. We will undergo a variety of activities that help reveal and / or confirm the City of Greenfield's true identity, mission and direction - as perceived by a larger audience. It will also help guide us in developing strategy, creative and messaging. This meeting will take up to 3 hours to complete. Exploration exercises will include your leadership team and stakeholders, Matchbook's leadership team and your assigned account director. Matchbook will provide all content and structure to complete objectives. Estimated time includes room for leadership teams to participate and provide

their knowledge, judgment and experience.

WE WILL WORK THROUGH THE BRAND WORLD EXERCISE AND USE SECONDARY RESEARCH TO REACH THE FOLLOWING OBJECTIVES:

- > Identify key collateral needs
- > Recognize a brand story
- > Develop:
  - Value proposition
  - Big connection idea
  - Brand aesthetic inspiration

BRAND ACTION PLAN AND IMPLEMENTATION STRATEGY WILL INCLUDE:

- > Brand aesthetic / messaging outline
- > Brand action plan that will include priorities and implementation strategy
- > Brand world discoveries and analysis
- > Brand cohesion outline
- > Creative content not covered in marketing strategy
- > List of deliverables

DELIVERABLE

- > Findings will be included in the brand and marketing strategy document as a printed and bound report

**estimate hours: 90 / 13,500.00**

## **BRAND DEVELOPMENT**

Your image must resonate with your audience, and position the City of Greenfield appropriately for the future. Based on the results from the onboarding process, Brand World and market research, Matchbook will develop an aesthetic look for the City of Greenfield. As your target market interacts with your brand, they should experience the sense of a unique living environment and community. The collateral and messaging that touches them should communicate that "feeling" on every level. Deliverables in this phase will include: concepts, colors, fonts, imagery, voice and messaging (in some cases). Matchbook will create different aesthetic options for your review. We will use this exercise to not only guide your project's look and feel, but also to get to know your tastes and inspirations as we move through this process together.

LOGO

Matchbook will develop up to ten (10) logo concepts to illustrate a complete identity to run in tandem with your future brand asset development. Feedback / choice on options will allow us to refine and develop concepts to the next versions. Up to three (3) rounds of revisions will be included. Final tweaks and adjustments will be made to the selected logo designs. Final high resolution digital logo files will be created in various media formats (jpg, png, eps) for you to have on hand.

**estimate hours: 40 / 6,000.00**

STYLE GUIDE

- > Digital, 8 page, 8.5" x 11"

**estimate hours: 10 / 1,500.00**

## **BRAND AESTHETIC CONCEPTS**

Matchbook will begin the brand aesthetic concepts once logo has been pared down to the final three (3) choices. Art direction will be based on our brand discovery exercises and decisions made following the mood board presentation, and Matchbook will develop concepts for the following requested pieces of collateral. These will be preliminary concepts used to show the flexibility of the selected brand. Neither printing nor production is included in this quote. Completion on design concept into reality and final buildout of concepts will require additional time. Matchbook would provide estimates to the City of Greenfield upon request. Brand aesthetic concepts will include:

STATIONERY PACKAGE

- > Letterhead w/#10 envelope
- > Business card

## MARKETING

- > Outreach card / postcard: 4.25 x 6

## ADVERTISEMENT

- > 8.5 x 11 advertisement

## BRANDED COLLATERAL

## DIGITAL

- > Web: presentation will include imagery for homepage and mobile phone only
- > Social media: concepts will include imagery for profile and header image

## SIGNAGE

- > Exterior signage
- > Interior signage

**estimate hours: 60 / 9,000.00**

## **STRATEGIC MARKETING PLAN**

To yield the best results through marketing efforts, an up-front plan aids in the delivery and formation of messages that resonate with a variety of media outlets. Together, we will build a strategy that not only works, but feels right to you and your team. Through this strategy, the City of Greenfield will be able to connect appropriate messages with appropriate audiences and have a schedule for delivery that works best with designated media partners.

We will develop a year-long plan, complete with tactics, placement options and supporting metric information for our suggestions. Matchbook Creative wants to ensure all of the creative material produced is distributed efficiently to effectively control frequency and reach. With a strategic marketing plan, all messaging will be placed in media outlets that reach the outlined targets while repeating exposure to carry out a call to action.

We find that an interactive approach works best. We will work closely with you to build activities that allow media and community participants / partners to fully experience who and what the City of Greenfield is about. We have broken down this portion of our proposal in the same way we plan our approach.

### THE STRATEGIC MARKETING PLAN WILL INCLUDE:

- > Research analysis from previous exercises
  - Previously accomplished work provided for onboarding
  - Previously accomplished work for preliminary market research and analysis
  - Our analysis of those reports
  - Our suggestions to implement or disregard moving forward
- > Confirmation of objectives, opportunities and challenges to overcome
- > Messaging strategy
  - Confirm and / or change current messaging
  - Suggestions for alternative messaging
  - Suggestions of at least four (4) messages to use moving forward
- > Strategy & objectives (the development of the promotional ecosystem) depending of findings, tactics may include:
  - A plan to maintain the City of Greenfield brand across all digital platforms
    - Social media
    - Digital campaign
  - Public relations and media
  - Public outreach (in terms of physical activities and efforts, i.e. events)
  - Creative content development not covered in the brand strategy
  - Suggestions for functionality and purpose of website
  - Suggestions for digital content publishing
  - Suggested digital marketing applications
- > Suggested timeline / calendar
- > Suggested marketing accountability plan
  - Suggested marketing (cross-channel) analytics
  - List markers of success

- > Draft copies of the final report with recommendations will be provided to the steering committee for their review and comment prior to the completion of the marketing strategy document. The steering committee will have one (1) opportunity to offer revisions. This phase must be all-encompassing and complete. Reviews of the draft at this time will be for factual accuracy.

**DELIVERABLES**

- > Three (3) copies of the report and one (1) digital version will be provided to the City of Greenfield
- > Oral presentation at the City of Greenfield with three (3) Matchbook representatives
  - Presentation to include all findings from previous exercises

After the plan is completed, Matchbook will meet with you to present the plan and answer any questions you may have regarding implementation.

**Estimate hours: 180 / 27,000.00**

**PROCESS FOR ONGOING SUPPORT**

- > Provide monthly status reports to the City of Greenfield's steering committee
- > Monthly reports will include an up to date summary of all costs incurred and work performed by project team members
- > Time is estimated for one (1) meeting per month for one (1) person for six (6) months

**Estimate hours: 12 / 1,800.00**

**travel hours: 12 / 1,800.00**

**TRAVEL AND PRESENTATION**

Time for travel and final presentation and document development have been included within the hours for each phase of the process.

**WEBSITE CONTENT DEVELOPMENT**

The City of Greenfield's brand website strategy and content development will evolve in tandem with one another. As we focus on your inbound marketing goals (considered in the marketing plan phase), a website content outline will emerge. As part of our process and in order to create an efficient content development procedure, Matchbook will develop a suggested content outline based on the website strategy and architecture, current needs of the City of Greenfield and feedback from the steering committee. It will contain all important information the City of Greenfield wishes to convey with considerations from the City of Greenfield's branding steering committee. Matchbook will provide the branding steering committee a revision opportunity before proceeding to copy development.

After outline approval, Matchbook will begin building the messaging into succinct, purposeful prose. Once the initial copy has been developed, the City of Greenfield branding steering committee will have two (2) opportunities to revise.

As Matchbook creates the content, we will include the following needs:

- > Web architecture outline based upon digital needs
- > Architecture structure for optimum user experience and navigation
- > One (1) opportunity to revise the web architecture
- > Mapping of architecture and flow of website / consideration will be taken for requested needs
- > Development of up to eight (8) main sections with submenu items
- > Effort to be made to maintain number of web pages to no more than thirty-five (35) pages
- > Web copy outline allowing for one (1) revision
- > Web copy development allowing for two (2) opportunities for revision
- > Consideration and effort to be placed on SEO needs and requirements
- > Final, edited content for website to be developed by Matchbook Creative

**estimate hours: 45 / 6,750.00**

## WEBSITE DEVELOPMENT

Incorporating the City of Greenfield's new logo and brand assets, a brand focused website will be built and maintained in a WordPress platform. The WordPress content management system will allow for an easy and efficient way to make changes to the current pages of the site organization as well as create new pages and content. Once Matchbook receives approval from the website content development phase, Matchbook will proceed to the design and development phase.

Matchbook's web development suggestions are as follows...

### DESIGN

- > Matchbook will provide the City of Greenfield with three (3) layout options for review and selection
- > Initial designs for selection will include home page, one (1) interior page and mobile layout
- > Once a design direction has been established, the City of Greenfield will have two (2) opportunities for revisions to the layout

### CONTENT (PHOTOGRAPHY)

- > Matchbook will use photography provided by the City of Greenfield (via their relationship with local media photographer) and / or stock photography that relates to subject matter
- > Matchbook will adjust the images to fit within the selected layout design
- > Amount of images used will be determined by the selected website design / should stock images be used, amount not to exceed fifteen (15)

### DEVELOPMENT

- > Built on a content management system (WordPress) framework for easy client administration and maintenance
- > Contact form consisting of up to six - eight (6-8) fields
- > Links to other resources as needed
- > Inclusion of social media icons with links on home page
- > Quick loading
- > Careful consideration toward selection of plugins
- > Basic SEO set-up package, including:
  - Meta keywords and description
  - SEO plugin allowing to easily add keywords to pages
  - Google Analytics set up
- > Programming / responsive code (optimized for desktop, tablet and mobile devices)
- > Test on multiple versions newer than 2014 of Firefox, Chrome, Internet Explorer, and Safari (pre-launch) on multiple devices including desktop, mobile and tablet

### REVISIONS

- > As stated above in the design phase, once a design direction has been established, the City of Greenfield will have two (2) opportunities for revisions to the layout
- > After all necessary components have been pulled together for the website, the City of Greenfield will be offered one (1) opportunity for a full set of revisions to the whole site before beginning the digital development stage / revision opportunity will be all encompassing and thorough
- > One (1) opportunity will be provided for content only revisions after the digital development is complete, but prior to launch

**estimate hours: 200 / 30,000.00**

**WEBSITE HOSTING AND MAINTENANCE**

Hosting for the website to be provided by Matchbook. Cost for this service is \$250 of the estimate. Websites, like machinery, are tools and are in need of proactive care and planned maintenance. As your city's 24/7 voice, it is imperative to stay vigilant with its upkeep. Matchbook provides our clients with a service plan that will fit their customized needs. We will be able to complete any web edits or revisions after the launch of the website. Time for maintenance can be divided as needed throughout the course of one (1) year. Offer will last the duration of twelve (12) months starting on date of launch of website. Web edits include front end and back end updates / revisions, graphic adjustments / additions, content changes, additional pages, management of blog and news posts, of information and production alterations / adjustments. If the site is hacked or technical issues arise, this estimate also covers time to fix.

Example of hours needed might go as follows: six (6) hours could be reserved for minor changes to content, update links, add blogs, update contact information and plugins. Twenty-four (24) hours could be reserved for more complex updates such as creating a new section, creating more interactive features, developing and maintaining SEO services, etc.

The City of Greenfield will be notified if hours are exceeding initial estimate. An additional maintenance package can be purchased at that time. The twelve (12) month time period will begin on launch date. Should projects go beyond maintenance offerings, regular agency rate will be charged. This service is renewable upon the anniversary of the website launch date.

**estimate: 3,250.00**

*\*24 hours at initial discounted rate of 125.00/hr for web maintenance  
and 250.00 for hosting  
estimate for hosting will be an annual cost.*

# AGREEMENT: BUDGET

We value the opportunity to build a relationship with the City of Greenfield and support the growth of your community. We also understand and are able to work within budgets. There are no surprises when working with our team.

Matchbook Creative would like to suggest the total amount of the budget be broken up into monthly payments. This option will run one year starting from the date of a signed agreement. All hard costs such as printing, rights-managed photography, custom photography, etc. will be estimated and billed separately.

ONBOARDING		included
PRELIMINARY MARKET RESEARCH		<b>9,000.00</b>
(provision for 2015 Comprehensive Plan)		<b><u>- 1,500.00</u></b>
		<b>7,500.00</b>
BRAND WORLD		<b>13,500.00</b>
BRAND DEVELOPMENT		
logo		<b>6,000.00</b>
style guide		<b>1,500.00</b>
brand aesthetic concepts		<b>9,000.00</b>
STRATEGIC MARKETING PLAN		<b>27,000.00</b>
PROCESS FOR ONGOING SUPPORT		<b>3,600.00</b>
TRAVEL AND PRESENTATION		included
WEBSITE CONTENT DEVELOPMENT		<b>6,750.00</b>
WEBSITE DEVELOPMENT		<b>30,000.00</b>
WEBSITE HOSTING AND MAINTENANCE		<b><u>3,250.00</u></b>
	<b>SUB TOTAL</b>	<b>108,100.00</b>
	<b>PORTION TO BE PAYED BY CITY OF GREENFIELD STAKEHOLDERS</b>	<b><u>- 28,100.00</u></b>
	<b>TOTAL</b>	<b>80,000.00</b>



# AGREEMENT: TERMS

## **GENERAL TERMS AND CONDITIONS**

This is an estimate and is subject to change if project specifications change. Matchbook will create all digital files needed to complete this project. Work will begin promptly only after an agreement on services is met and a signed purchase order is provided and returned with a signature.

## **CHANGE CONTROL**

Project scope and schedule changes will be addressed through change orders prepared by Matchbook Creative. They shall be documented, reviewed and approved by client prior to implementation. Change orders shall document the scope of work and a cost estimate. Implementation of the change shall be factored into the project plan, and a modified completion date for the project will be detailed if necessary.

## **PROBLEM RESOLUTION PROCESS**

If a problem arises, the Account Director will then set in motion a process of resolution with your team. Depending upon the issue, Matchbook Creative typically needs 48 - 72 hour turnaround time during the work week to complete the problem solving process. In the event that the challenge is in direct response to Matchbook efforts, Matchbook will do everything in our power to alleviate the issue within the same day (24 hours). Our dedicated professionals stand behind our work and our products. Should Matchbook Creative require more than 72 hours to resolve an issue, your Account Director will notify you, discuss options to proceed, advise on best course of action, then execute the plan.

## **EXPENSES**

For all expenses and hard costs, client shall reimburse Matchbook Creative. Matchbook Creative will obtain written permission before incurring these expenditures (i.e. tax, delivery/shipping, printing, promotional purchase, media buying, photography, video production, etc.).

## **EXPENSES CLAUSE**

Should Matchbook provide or be asked to provide additional agency support, in addition to outlined services within this Purchase Order, the City of Greenfield and its stakeholders will be briefed and a revised estimate / PO will be developed for review.

## **PRICING**

Pricing is based on providing the specific services listed. Pricing does not include sales tax, shipping, stock or custom photography, stock or custom illustration, PR wire fees, mailhouse, list rental, printing or postage, travel or any additional out-of-pocket costs. Pricing also does not include fees associated with any change orders that might be approved by the client subsequent to the establishment of this agreement, or other production materials that may become necessary due to a specific request from the client.

Unless otherwise noted, all price quotations are valid for thirty (30) days from date of issuance. Matchbook Creative reserves the right to re-bid any material costs, should quotes not be accepted within the original 30-day period.

## **PAYMENT TERMS**

We value the opportunity to build a relationship with our clients and support their growth. The retainer option covers a set monthly fee based upon the requested services and capabilities. A monthly fee based upon the final tally of the project can be negotiated and set. First monthly fee will be due upon signing the contract. Remaining fees will be calculated in a retainer and can be set for a predetermined set of time.

All payments are due in full upon receipt of invoice. If payment is not received within thirty (30) days of its due date, all work will be suspended until payment is received. If this project becomes delayed for more than thirty (30) days, work completed to date will be billed. All past due amounts will be assessed a finance charge at the periodic rate of 1.5% per month (annual rate of 18%) interest on unpaid balances. If collection action becomes necessary to recover monies contracted under this agreement, Matchbook Creative may add all collection, legal and court costs to the unpaid balance.

# AGREEMENT: TERMS CONTINUED

Any unused or rejected concepts, headlines, copy or other creative/media concepts, plans, designs and ideas prepared by the Agency and not chosen by the Client, will remain the property of the Agency, not the Client. Agency can use its property as it sees fit, provided it does not involve the release of any confidential information regarding the Client's business or methods of operation

## **IDLE**

Should our retained relationship enter into any idle time, Matchbook will continue to invoice client for amount of selected monthly fee. Total number of hours selected (value of our retained services) will need to be completed within one (1) year of the signed contract.

## **CANCELLATION**

Should this agreement need to be canceled by either party, 30 days written notice is required. Client will be invoiced for work completed up to date of cancellation plus 50% of the uncompleted portion of the project.

## **ADDENDUM provided by the City of Greenfield**

This Addendum is made and entered into by and between the City of Greenfield, Indiana ("City") and Matchbook Creative, Inc. ("Matchbook").

WHEREAS, the City and Matchbook are entering into a Purchase Order contemporaneously with the execution of this Addendum.

The parties agree that the Purchase Order shall be amended as follows:

1. The City shall have the right to terminate the Purchase Order and the work being performed pursuant thereto at any time and for any reason by giving written notice to Matchbook. Matchbook shall be entitled to compensation up to and including the time of termination pursuant to the terms of the Purchase Order.
2. Matchbook shall be obligated to provide adequate and qualified staffing throughout the term of the Purchase Order, including the direct involvement of ownership of Matchbook.
3. The estimated cost of services stated for each segment of the work to be performed by Matchbook shall be considered a "not to exceed" cost. Any costs for a given segment which exceed the estimated cost must be approved in advance by City. In the event a segment of the work does not take as much time as estimated, the City shall be entitled to a reduction in the estimated cost thereof.
4. Matchbook shall not initiate the strategic marketing plan and/or the website content development/website development portions of the Purchase Order until City has given written notice to proceed thereon.
5. Invoices shall be sent to City by Matchbook for payment up to eighty thousand dollars (\$80,000.00). Thereafter, invoices shall be paid for by City's stakeholders listed on the following pages along with signature.
6. In the event of any conflict of the terms of this Addendum with the terms of the Purchase Order, the terms of the Addendum shall control.

AGREED AND APPROVED as of the date first written on the following pages.

# APPROVAL

## APPROVAL

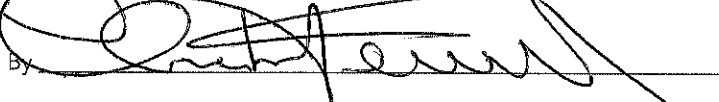
Please review, approve and email a copy of this authorization to the attention of Jenny Dexter at [jdexter@matchbookcreative.com](mailto:jdexter@matchbookcreative.com) in order for us to proceed with the work proposed. If you have any questions, please call Jenny Dexter at (317) 920-1200.

6,666.67 / mo. for twelve months from the City of Greenfield to begin January 1, 2018

## ACCEPTED

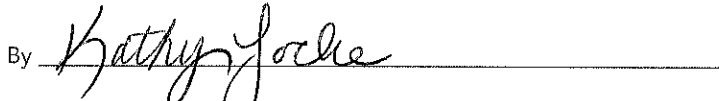
Date 12-12-17

~~THE CITY OF GREENFIELD BOARD OF PUBLIC WORKS & SAFETY~~

By 

Print CHUCK FEWELL

Typed Chuck Fewell, Mayor, Chairman

By 

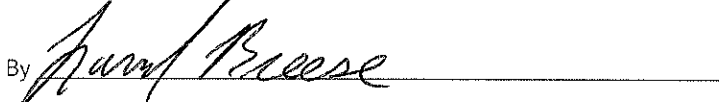
Print KATHY LOCKE

Typed Kathy Locke, Member

By 

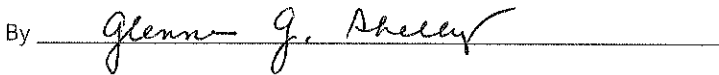
Print KELLY McCLARNON

Typed Kelly McClarnon, Member

By 

Print LARRY BREESE

Typed Larry Breese, Member

By 

Print GLENNA G. SHELBY

Typed Glenna Shelby, Member

## ATTEST

By 

Print LORI ELMORE

Typed Lori Elmore, Clerk-Treasurer

# APPROVAL CONTINUED

Portion to be paid by City of GreenEeld stakeholders equals 28,100.00. The total of this portion should be received in full by Matchbook Creative, Inc. by January 31, 2018. Percentage of this sum is divided below.

## ACCEPTED

## CITY OF GREENFIELD STAKEHOLDERS

Hancock Regional Hospital  
Sum % \$15,000  
Date 12-15-2017  
By Steve Long  
Print \_\_\_\_\_  
Typed Steve Long, CEO, Hancock Regional Hospital

Ninestar, Inc  
Sum % \$15,000  
Date 12-15-2017  
By Michael Burrow  
Print Michael R. Burrow  
Typed Michael Burrow, President, Ninestar, Inc.

Greenfield-Central School Corp.  
Sum % \$10,000  
Date 12-15-2017  
By Harold Olin  
Print Harold E Olin  
Typed Dr. Harold Olin, Superintendent,  
Greenweld-Central School Corporation

## ACCEPTED

## MATCHBOOK CREATIVE

Matchbook Creative  
Date 11/01/2017  
By Donna Gray  
Print Donna Gray  
Typed Donna Gray, CEO, Matchbook Creative, Inc.

**contact for questions:**

Jenny Dexter, Director of Business Development, Matchbook Creative  
[jdexter@matchbookcreative.com](mailto:jdexter@matchbookcreative.com)

**matchbook creative**

[www.matchbookcreative.com](http://www.matchbookcreative.com)