

City of San Leandro Branding & Marketing Proposal

NOVEMBER, 2025

Proposal prepared for:
Angela Clark, Public Information Assistant &
Sally Perez, Purchasing Agent

resonance



COVER LETTER

November 12, 2025

Attn: Angela Clark, Public Information Assistant &
Sally Perez, Purchasing Agent

Re: Statement of Qualifications – City Brand Assessment and Marketing Plan

Dear Ms. Clark and Ms. Perez,

On behalf of Resonance Consultancy, it is with great enthusiasm that we submit our qualifications to partner with the City of San Leandro on its City Brand Assessment and Marketing Plan.

San Leandro is at an exciting moment of transformation. As the City advances its Economic Development Strategy and continues to grow as a hub of innovation and community, this is a timely opportunity to define a brand that authentically reflects its people, values, and economic vitality. We understand that this initiative is about more than design or messaging. It is about creating a unifying story that connects residents, businesses, and visitors while positioning San Leandro confidently within the Bay Area and beyond.

Resonance brings deep expertise in city branding, destination strategy, and place marketing. We have helped communities from Pittsburgh to Ann Arbor, Boise to Brussels, discover their authentic narratives and turn them into strategies that inspire investment, pride, and growth. Our collaborative approach ensures that every brand we build is rooted in local voices and designed for long-term impact. For this project, we are excited to partner with Oakland-based design strategist and stakeholder engagement consultant Ilana Lipsett who brings extensive knowledge and experience working in the Bay area.

We have reviewed the City's Standard Consulting Services Agreement and confirm our ability to meet all terms and insurance requirements, including compliance with the Living Wage Ordinance. We look forward to the opportunity to collaborate with the City of San Leandro on this important and inspiring initiative.



Christopher Fair
President & CEO
cfair@resonanceco.com
646-413-8887

resonance

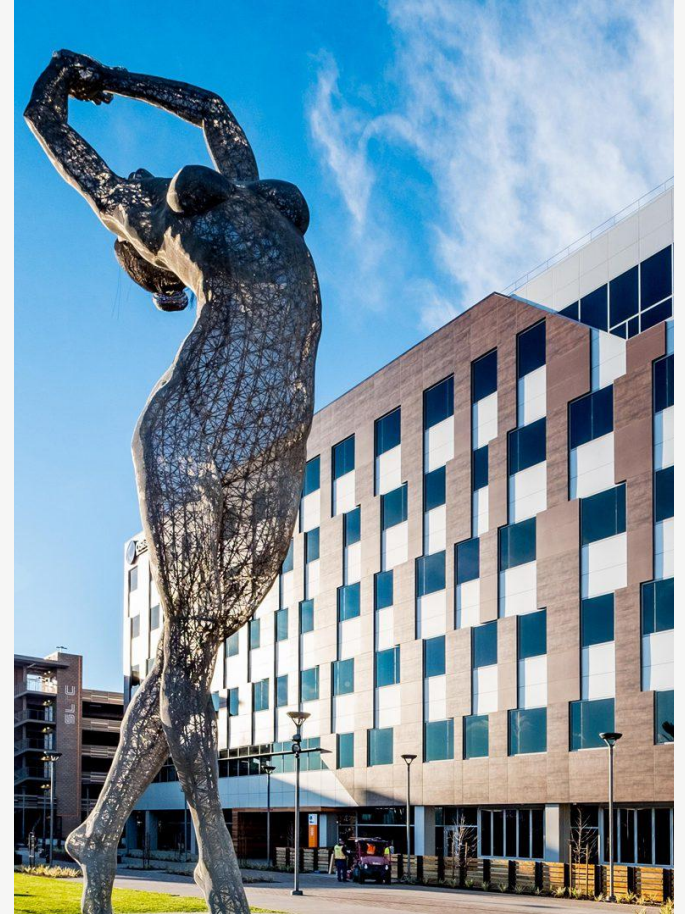


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01

Consultant Profile

Empowering Places.

Based in New York, Vancouver, and Brussels, Resonance creates transformative strategies, plans, brands and campaigns that help destinations, cities and communities realize their full potential.

Our diverse, multidisciplinary team of designers, planners, strategists, creatives, storytellers, and account leaders have completed more than 100 visioning, strategy, marketing and branding projects for destinations, cities and districts around the world, from Calgary to Los Angeles, Brussels to Houston, Ireland to Christchurch NZ.

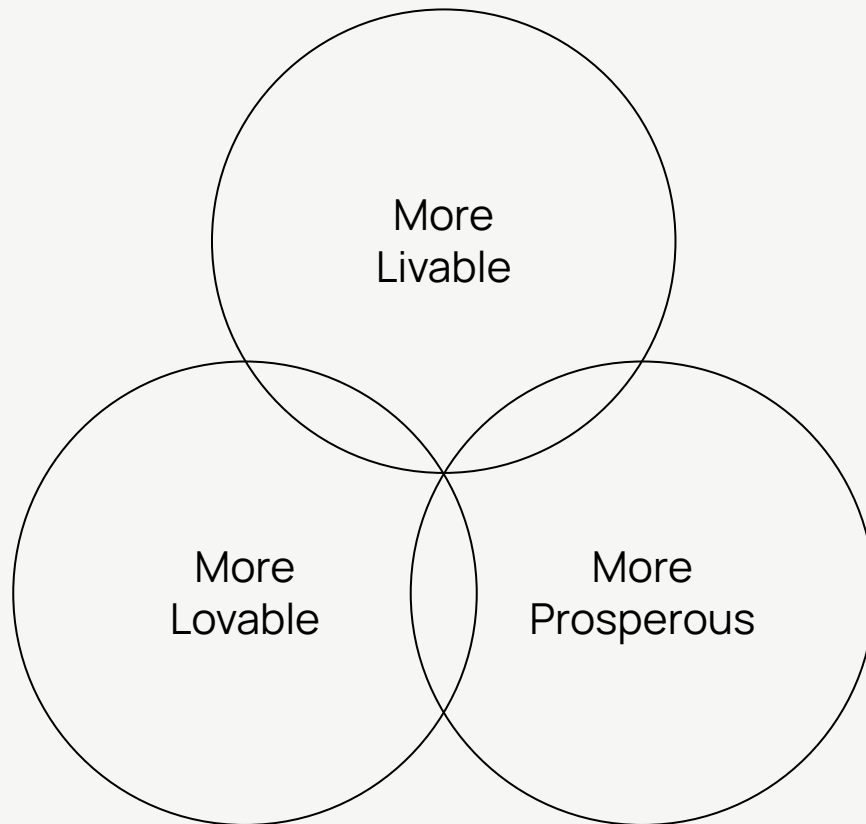
Our structure is as follows:

- **Strategy:** 4 employees
- **Research & Consulting :** 4 employees
- **Creative Services:** 6 employees
- **Account:** 4 employees
- **Admin:** 2 employees

18	Years of operation. Founded in 2008	100+	Projects for cities around the world
20+	Team members	50%	Women in leadership roles
4	Offices around the world	28%	BIPOC & LGBTQ Employees
10	Languages spoken		

Helping Places Realize Their Full Potential

Across every project, we strive to foster community, preserve cultural heritage, create vibrancy and generate economic benefits by making places more livable, lovable and prosperous for all.



We are place branding and marketing experts

01
Research

We offer a unique approach to benchmarking the performance of cities and regions.

- Consumer Research
- Market Analysis
- Performance Benchmarking
- Economic Forecasting

02
Strategy

We create strategies and plans for sustainable destination marketing and development.

- Organizational Strategic Planning
- Economic & Destination Development
- Marketing Strategy

03
Branding

We express the identity, essence and experience of a place and bring it to life through creative, storytelling and brand governance.

- Brand Strategy
- Brand Story & Messaging
- Brand Identity
- Brand Management & Governance

04
Marketing

We attract businesses, talent and visitors with creative campaigns, content and communications.

- Earned Media
 - Creative Development
 - Content
 - Media Relations
-

OUR CLIENTS

We partner with visionary places that seek bolder ideas and better futures.

Our team has advised cities and destinations in more than 100 cities around the world.



WHERE
THE FUTURE
IS BUILT

02

Project Team

We're excited to bring an expert team in place branding
Combined with a local engagement expert

Jeremie Feinblatt
Principal



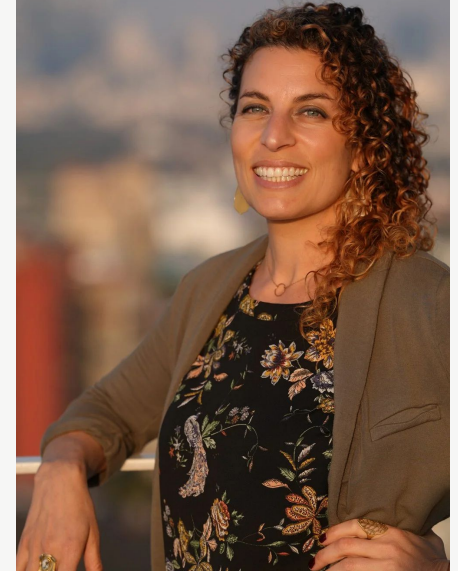
Jake Buganski
Vice President, Strategy



Dominic Prevost
Vice President, Creative



Ilana Lipsett
Strategic Partner



Your Team of Global Experts on Place Performance

Jeremie Feinblatt
Principal
New York



Jeremie is a global expert in destination strategy & branding - with over 20 years of experience in various strategy, consulting and entrepreneurial roles.

At Resonance, Jeremie leads the brand strategy practice around the world. He led the team that developed and manages the new unified international brand for the Brussels Region, helped Christchurch New Zealand update its story, positioning and tourism strategy, advises Houston and Hershey Harrisburg on brand strategy alignment.

Previously, Jeremie led senior positions at Matte Projects in New York and Interbrand and FutureBrand in Paris working brand strategy & activations for iconic consumer, lifestyle and tourism brands.

EDUCATION

Masters in Management, EDHEC, Lille, France, 2005
EDHEC is in the top 4 business schools in France
BSC Mathematics, 2001
BSC Geography, 2001

RELEVANT EXPERIENCE

Greater Baltimore Committee
City of Reno
Visit Brussels
Visit Hershey Harrisburg
ChristchurchNZ
City of Houston
WRLDCTY

Your Team of Global Experts on Place Performance

Jake Buganski
Vice President, Strategy
Philadelphia



Jake brings an insider's understanding of how destinations succeed by bridging research, marketing, and storytelling to help places and organizations achieve their full potential.

Jake has more than 20 years of executive-level experience in both the public and private sectors of the tourism and hospitality industry.

Before joining Resonance, he led destination marketing organizations across the United States, including serving as New Jersey's State Tourism Director, and held executive roles such as Vice President of Strategy at Tempest, a digital marketing agency for DMOs.

At Resonance, Jake applies this expertise to guide strategic partnerships, ensuring each collaboration thrives on shared purpose, clarity, and creativity.

EDUCATION.
Bachelor of Arts, Communications (Public Relations),
Rowan University, 2004

RELEVANT EXPERIENCE
New Jersey State Tourism Director
Vice President of Strategy, Tempest
President, Corning and the Southern Finger Lakes
Certified Destination Management Executive (CDME)

Your Team of Global Experts on Place Performance

Dominic Prevost
Vice President, Creative
Vancouver



Seasoned in both advertising and design, Dominic has worked in top agencies from Paris to Sydney, London to Montreal and Vancouver where he spearheaded the development of multiple award-winning, integrated campaigns for some of the world's most notable brands.

Over the course of his two-decade career, Dominic has worked with clients which include: Nike, adidas, lululemon, Toyota, Smart, Mercedes, Johnnie Walker, Red Bull, Sony Playstation, Destination Canada, Four Seasons, and Qantas.

He also teaches at Miami Ad School and Vancouver's IDEA School of Design, while actively involved as a collaborator, jury member, and keynote speaker at creative industry events across North America and Europe.

Dominic strives to constantly elevate the creative process. He shapes brand strategy, drives innovation, and leads a world-class creative team to deliver exceptional concepts and execution.

EDUCATION

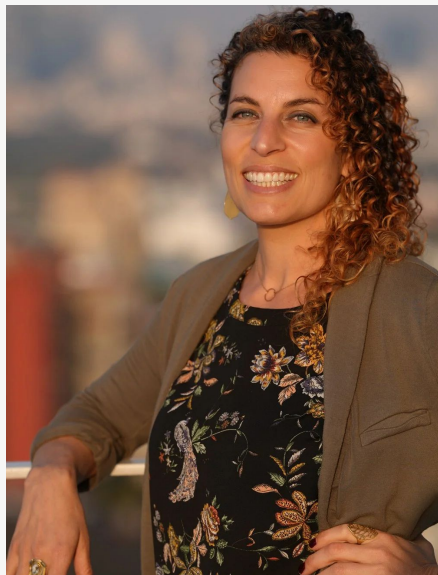
Creative Residency, Fabbrica, Treviso, Italy, 2007
Bachelor's in Graphic Design:
– UQÀM School of Design, Montréal, Canada, 2006
– ESAG Penninghen, Paris, France, 2004
Diploma in Graphic Design, CVM, Montréal, Canada, 2003

RELEVANT EXPERIENCE

Visit Brussels
City of Reno
Visit Hershey Harrisburg
ChristchurchNZ
City of Houston
Great Escapes Saudi Arabia
WRLDCTY

Your Team of Global Experts on Place Performance

Ilana Lipsett
Strategic Partner
Oakland



Ilana Lipsett is a civic futurist and placemaker whose work explores how we live—and imagine living—together, now and into the future. Her practice investigates planetary urbanism: how cities, ecosystems, and communities shape and support one another across scales.

At the intersection of community, culture, and civic engagement, Ilana helps cities, developers, and organizations expand their collective capacity to imagine and build better futures.

She has led award-winning placemaking and community engagement projects for municipal governments, civic coalitions, and international organizations. Recognized by the Obama White House as a Champion of Change in Civic Innovation for co-founding freespace, a global movement transforming vacant spaces into hubs of community, culture, and collaboration, Ilana brings both strategic and soulful dimensions to place-based work.

EDUCATION

MBA, Sustainable Management, Presidio Graduate School

Advanced Certificate of Achievement, Regenerative Intelligence, RegenIntel

BA with Honors in History, University of California, San Diego

RELEVANT EXPERIENCE

City of San Francisco, Mayor's Office of Economic & Workforce Development

Cultural Affairs Commission, City of Oakland

Civic Imagination & Futures Training, U.S. Conference of Mayors, Leadership Council San Mateo County

Urban Land Institute, Advisory Services Panelist

Emerge California, Alumni

Placemaking X, Leader

Tidewater Capital (San Francisco)

03

Relevant Experiences

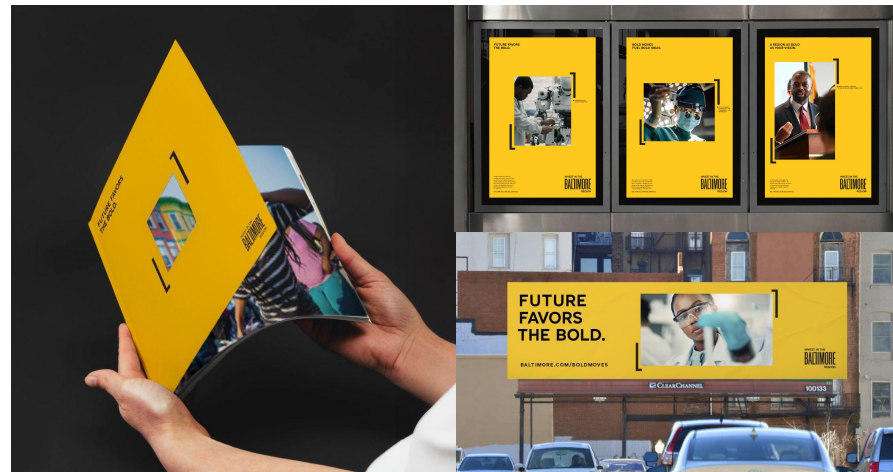
Baltimore

Bold Moves Reignite A Region

A destination and investment brand positions Greater Baltimore as a dynamic region of reinvention, resilience, and progress.

The Greater Baltimore Committee engaged Resonance to develop a unified destination and investment brand that amplified civic progress and collective efforts to transform the region. Extensive research with stakeholders and residents showed that Baltimore is defined by a history of nation-shaping innovation and a willingness to tackle complex challenges head-on. We positioned Greater Baltimore as a region fearlessly making Bold Moves that are defining its future.

The brand launched at SelectUSA 2025 with a new investment website, marketing campaign, and unified narrative—earning immediate praise. Co-created with a panel of Baltimore-based creatives, the identity framed transformation in motion, showcasing all the Bold Moves taking place in the region be it people, places, and industry. Bold Moves became a rallying cry for doers and visionaries is now headlining major redevelopment and innovation projects across the region.



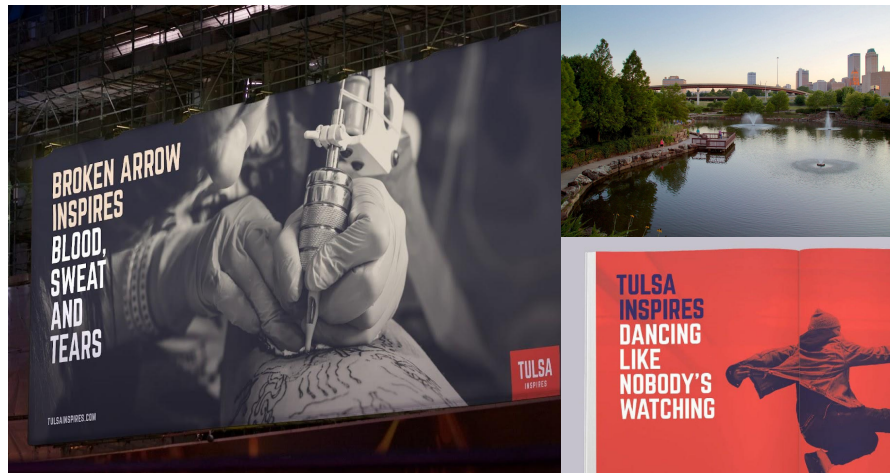
Tulsa

Inspiring a Region to See Further

Engagement reveals an oil and gas capital ready for a creative positioning.

The Tulsa Regional Chamber and Visit Tulsa launched an 18-month project called Destination Tulsa 2025 designed to unite tourism, economic development and urban planning initiatives and attract talent, tourism and investment. Through stakeholder engagement, destination assessment, open houses and workshops, Resonance developed a brand and destination strategy that identified 5 key characteristics that shape Tulsa's personality—it's entrepreneurial, creatively vibrant, active, family-friendly and historic.

We turned these into a campaign – Tulsa Inspires – that reflects how the home of the Woody Guthrie Center and the Bob Dylan archives stimulates the arts, and how its entrepreneurial spirit fosters startups and innovation, among other objectives. Tulsa Inspires proved resonant and flexible enough to rally cities and towns in the region. We connected the brand to a logo, distinct language and brand stories that were used in marketing and communications efforts around the region.



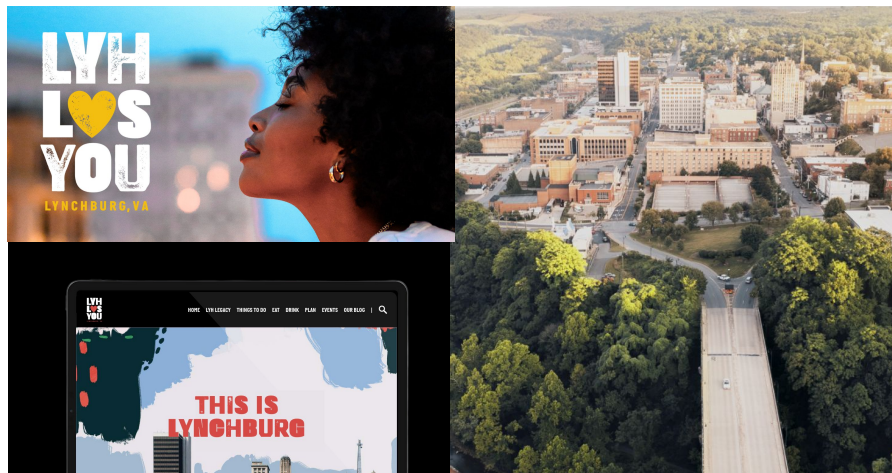
Lynchburg Economic Development

Uniting people, a region, and a message

An Economic Development Blueprint and destination brand spotlights inclusivity, welcome and warmth.

The City of Lynchburg Office of Economic Development and Tourism grounds its work in a central premise: Every resident has the opportunity to thrive in the city. However, the city's stories and initiatives lacked the unity and internal cooperation needed to unite behind a compelling message why to visit, live or invest in the city. Resonance was contracted by the City of Lynchburg to help develop a Blueprint for Opportunity.

Our competitive analysis, combined with community engagement, resulted in the destination brand LYH Loves You, which represented all players in the city and region, from talent attraction agencies to local tourism marketers. The line was a play on the state's timeless Virginia is for Lovers tourism tagline. Resonance then brought the city's distinct, unified positioning to life with a marketing strategy, advertising on all platforms and implementation to attract audiences.



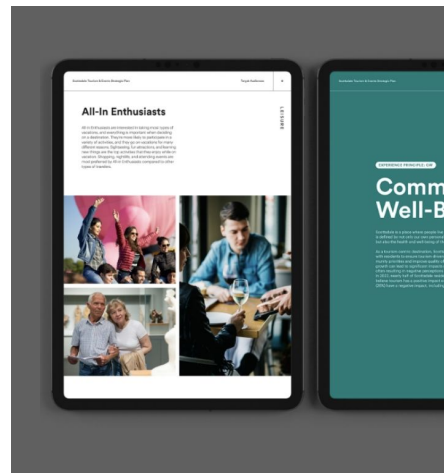
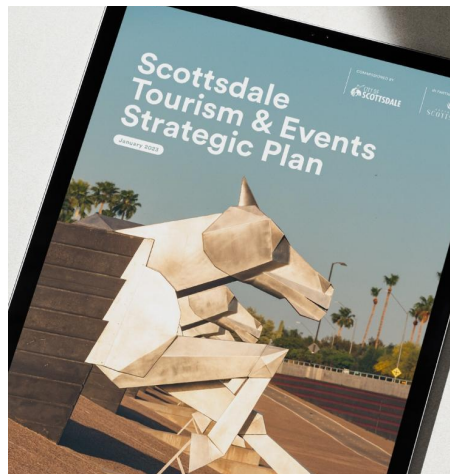
Scottsdale Tourism & Events

Luxury Meets Sustainability in the Desert

A plan to balance growth with resident's needs in the Sonoran's most desirable destination.

The Tourism & Events Department of the City of Scottsdale engaged Resonance, in partnership with Experience Scottsdale, in the development of a strategic plan to guide post-pandemic recovery and provide a framework for investment decision-making to grow the industry over the next five years. This work follows an engagement with the City of Scottsdale to develop an economic development strategy and brand identity for Choose Scottsdale.

The framework developed a shared vision of tourism to help Scottsdale grow sustainably as one of the country's most desirable destinations. We positioned it as a luxury destination in the heart of the Sonoran Desert; the framework helped officials understand the facilities, programming and events required to enrich both the visitor and resident experience. The goal: minimize the impact of tourism on the environment while maximizing its economic benefits for the city.



South Bend-Elkhart Regional Partnership

A Rust Belt Region Looks Ahead

A campaign to bring native-born grads home to shape the future of an Indiana region.

The South Bend Regional Partnership comprises 47 communities—including the hometown of former South Bend mayor and U.S. Secretary of Transportation Pete Buttigieg. Resonance was enlisted to define its competitive identity, then transform it into an advertising and communications campaign aimed at drawing in talent, residents, and investment. We benchmarked the region against a robust competitive set, surveyed residents, and talked strengths and weaknesses with stakeholders.

We discovered an accessible region with high GDP growth, an economy geared towards technology and innovation, and a political will to shape the future, move beyond a rustbelt narrative, and bring university grads back home from larger urban centers. Our research and brand platform resulted in We+You—a clear, versatile message that builds confidence in newcomers, talent and investors, and says that the partnership is squarely on their side and working for their success.



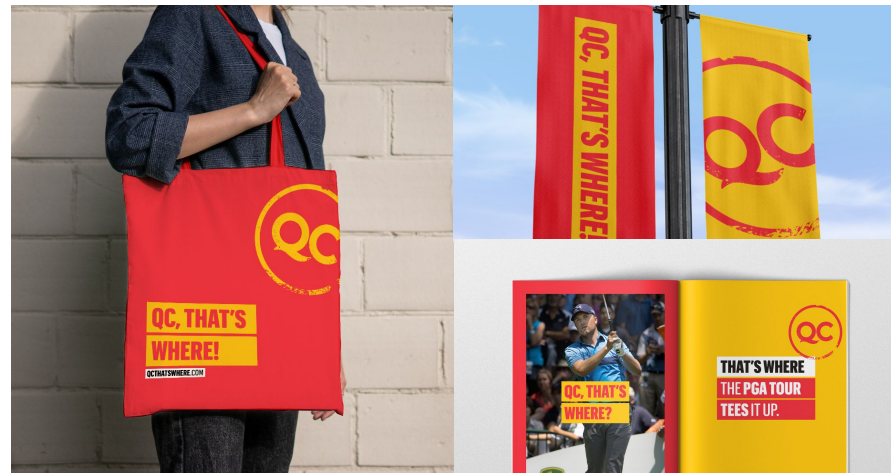
Visit Quad Cities

Growing Awareness on the Mississippi

Helping visitors and investors answer the age-old question: Where's Quad Cities?

Resonance was engaged by Visit Quad Cities to first develop a strategic plan that would define an overarching vision and competitive positioning for the regional destination; we were then asked to create a brand and campaign to raise awareness of the region. The Quad Cities are actually five places linked by the Mississippi River—Rock Island, Moline and East Moline, Illinois, as well as Davenport and Bettendorf, Iowa. But where is that, exactly?

We chose to ask the question point-blank in the campaign, and answer it with all of the amenities, diversity and strengths of the cities. We flipped 'Quad Cities, That's Where?' to formulations like 'Quad Cities, That's Where 150 Fortune 500 and 1,000 companies call home.' 'That's where concerts light up every summer night.' 'The combination of hard facts and fun appealed to visitors, talent and investors, and got the region the attention it wants.



Houston First Corporation

Uncovering a City's Superpower

A strategic story helps a diverse city find a common message for tourism and investment.

Houston First Corporation, the city's tourism authority, engaged Resonance to create a positioning strategy and messaging to help Houston's organizations speak the same language as they worked to attract visitors, talent and investment. Research and engagement led to a strategy to leverage the powerful collaborative energy made possible by the city's inclusivity and diversity.

The idea created a shift from Houston's many facts and features to its emotional benefits for the audiences it wanted to attract. United under the platform "The Power of Together", Resonance created economic development and tourism videos, trade show communications, graphic systems and other content on B2B and B2C platforms. We continue to work with Houston First, Greater Houston Partnership and other organizations to bring the brand to life.



04

Approach & Methodology

THE OPPORTUNITY

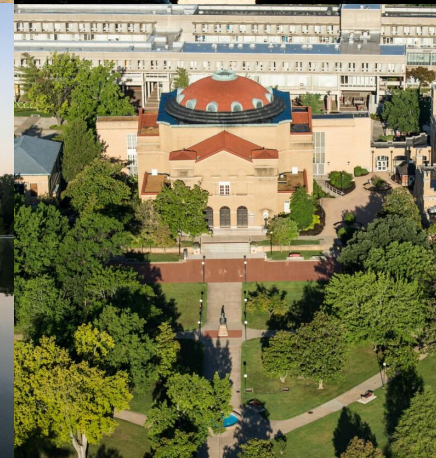
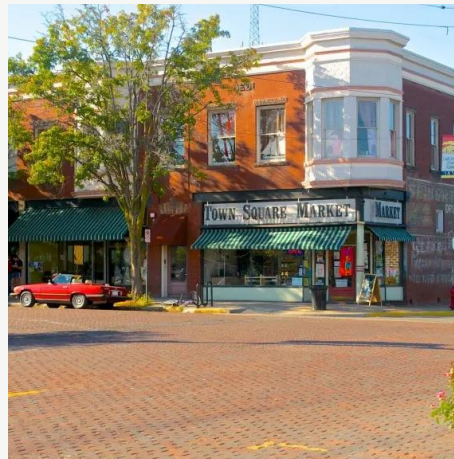
San Leandro has unique and distinct advantages in terms of location, infrastructure, and demographics that make the city primed for economic growth and prosperity.

We, too, see the opportunity you have recognized to leverage San Leandro's small town personality and urban hub connectivity to truly make a name for the city within the Bay Area and beyond.

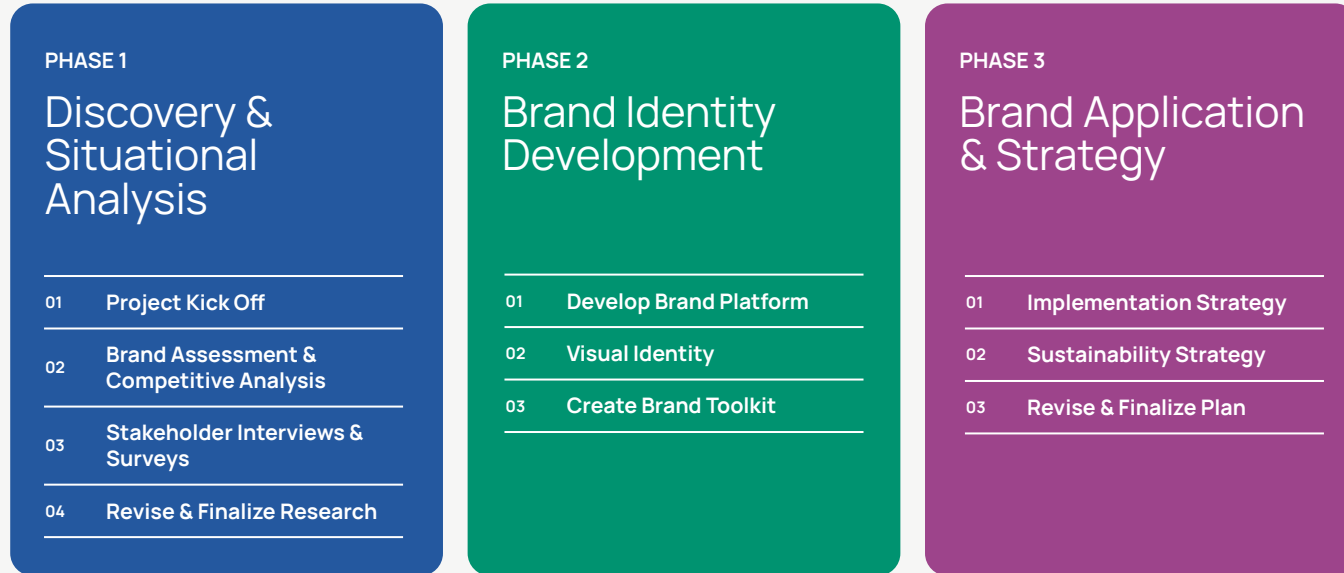
As identified, one major key to such success will be discovering and developing a brand for San Leandro that unites and invigorates the community while enticing and intriguing those on the outside to take a closer look. Beyond this, it will be critical that this brand is discovered and experienced by those who will catalyze the progress toward your vision for San Leandro's future.

With an enviable suite of economic development programs, offerings, and incentives available to propel this charming and robust city forward, San Leandro has chosen the perfect moment to embark upon creating a polished and resonant brand that accurately represents the opportunity that becoming part of your community provides.

Your RFQ illustrates your readiness for and firm grasp upon the task at hand, and with the right partner San Leandro is poised to elevate its standing as a top prospect amongst Bay Area locales for businesses, residents, and visitors.



A thorough and collaborative, 3-phase approach to keep San Leandro moving forward



PHASE 1

Discovery & Situational Analysis

PHASE 1 - DISCOVERY & SITUATIONAL ANALYSIS

Budget Items:

1.1 Project kickoff/setup

1.2 Brand assessment & competitive analysis

We will begin our process by quickly and efficiently getting the lay of the land in San Leandro.

We have reviewed various materials related to the city and its current initiatives, such as the 2023 Community Survey, the 2025 Innovation action plan, and your Economic Development Strategy. We have a good sense of how you arrived at the decision to embark on this process, but we also know we have more to learn, directly from you and your community.

We will begin with a two-hour kick off call to discuss project objectives and hear the San Leandro team's perspectives. Through this process we will begin developing a plan to engage the community and create a playbook for how best to solicit the necessary feedback.

During this phase our team will also perform an audit of up to five [5] existing surrounding brands as well as discuss aspirational brands that we can use as references in developing the implementation and long-term sustainability plans in the final phase of the project.

In parallel, our research team will analyze data provided by the IRS to understand migration patterns, as well as CoStar to understand investment in San Leandro

Between the Resonance team's experience working with cities all over the world, and our local partners' knowledge of local audiences and dynamics, when this phase is complete we will have a solid foundation to begin the work of developing an effective and engaging brand for San Leandro.

ACTIVITIES

01	Project Setup: Virtual Kick Off
02	Strategic Review of Existing Plans
03	Brand Assessment & Competitive Analysis (up to 5 other brands)
04	Stakeholder Mapping

DELIVERABLES

01	Project Roadmap & Research Plan
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PHASE 1 - DISCOVERY & SITUATIONAL ANALYSIS

Budget Items:

1.3 Community outreach

1.4 Online hub

1.5 Research & Insights Report

Our dialogue with your community will become our most important asset.

Once we begin getting a sense of what really makes San Leandro tick, we will dive deeper with conversations with the key stakeholders identified. The process will include:

- [7-10] Community focus groups with stakeholder segments such as small business, youth & families, arts & culture, science & innovation, faith-based groups, non-profits, government, etc.
- 1:1 interviews with key stakeholders (format and amount TBD following kick-off/project setup)
- [2-3] Local event-based outreach opportunities
- Community survey (fielded by San Leandro)

(Numbers shown are guidelines and may be adjusted as necessary.)

resonance

We will rely on logistical support and leadership from San Leandro (i.e. venues and communication) to conduct these activities.

An online dashboard will be created and maintained as a repository for outreach materials and activities. This central hub will help ensure you remain apprised of all outreach activities throughout our process.

Along with these activities, a site visit will give us the opportunity to meet key stakeholders in person and tour the city.

The Research & Insights Report will highlight key learnings from all of our research to clearly understand and seize upon the opportunity this branding project presents.

ACTIVITIES

01	In-person Roundtables*
02	1:1 Interviews
03	Initial In-Person Visit
04	Community Survey**

DELIVERABLES

01	Online Dashboard
02	Research & Insights Report

* Panel recruitment is outside this scope of work

** Current scope includes surveys to San Leandro's owned databases

PHASE 2

Brand Identity Development

PHASE 2 – BRAND IDENTITY DEVELOPMENT

Budget Item:
2.1 Brand Platform Development

From here our research from Phase 1 will take shape as our creative team translates our key findings.

Our process at this stage ensures that all the relevant details of our discovery make their way into a cohesive and relatable Brand Narrative that represents the best of what San Leandro has to offer.

We will start this phase by developing brand personas. Personas capture common personal values, need states and behaviors that are shared by all of our target audience groups. We will present and discuss these personas with the San Leandro team and allow for one round of revisions.

From there, a series of internal sessions will help develop the key building blocks for the San Leandro brand to capture:

- Internal components: our values and personality (based on our proprietary archetype wheel)
- Market components: our brand positioning and USP
- External components: value proposition and brand promise

We will share these building blocks during a co-creation workshop to gather stakeholder impressions, feedback and develop a common narrative.

ACTIVITIES

01 Brand Personas (development, presentation, refinement)

02 Internal Ideation Sessions

03 Co-Creation Workshop, Refinement & Validation

DELIVERABLES

01 Brand Platform Building Blocks

PHASE 2 – BRAND IDENTITY DEVELOPMENT

Budget Items:

2.2 Visual Identity (including brand mark)

2.3 Socialize Identity

2.4 Brand Toolkit

Now we are ready to bring the New San Leandro brand to life.

A phase of refinements and feedback will follow before we align on the final Brand Platform, develop the brand narrative, experience principles and brand expressions for our different audience.

This platform will include:

- Brand Platform
- Brand Experience Principles
- Brand Messaging & Tone of Voice Principles
- Messaging Applications
- Potential Tagline

Once approved, we will update the visual identity to whatever extent is dictated by our process to this point. We expect to include an updated brand mark and this work is included in the budget.

We will then solicit qualitative (i.e. surveys) and quantitative (i.e. open houses) feedback on the approved identity in order to maintain the spirit of community involvement in the process. We will re-engage with stakeholders engaged in phase 1 and data from these activities will be made available on the online dashboard and.

Finally, we will develop brand architecture hierarchies and principles to define how the brand will be articulated across our different audience groups.

The end product of this phase will be a comprehensive brand toolkit and brand book. The toolkit will include a full identity suite with standard templates for email communications, digital presentations, etc.

ACTIVITIES

01	Brand Messaging, Tone of Voice & Tagline
02	Visual Identity (including brand mark)
03	Brand Architecture & Nomenclature
04	Identity Socialization

DELIVERABLES

01	San Leandro Brand Toolkit & Brand Book
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PHASE 3

Brand Application & Strategy

PHASE 3 - BRAND APPLICATION AND STRATEGY

Budget Items:

3.1 Short term/implementation strategy

3.2 Long term/sustainability strategy

3.3 Brand Application Plan

We know how important it is that this project is fully embraced and that San Leandro’s new brand gets put to work.

There are two parts to ensuring your new brand is adopted across City departments and that it helps to drive and sustain community pride.

An implementation strategy will be developed to put the right tools in the right hands in to create enthusiasm and buy-in. Working with our strategic partner and referring back to our conversations from the discovery process, we will help identify influential brand ambassadors who can champion the San Leandro brand. Simultaneously, a strategy to create enthusiasm within the community and promote civic pride will also be developed.

These strategies will be articulated across these following areas:

- Communication objectives specific to each target audience
- Target audience(s) and specific market priorities where applicable
- Key messages/proof points against each target group
- Suggested KPIs to measure success

Together these strategies will comprise a Brand Application Plan which will be your reference for the ongoing activation of the San Leandro brand. This deliverable will include recommendations for promotional materials and activations calibrated to suggested KPIs.

ACTIVITIES

01	Implementation strategy
02	Sustainability strategy
03	Revise & Finalize Plan

DELIVERABLES

01	Brand Application Plan
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PHASE 3 - BRAND APPLICATION AND STRATEGY

Budget Items:

3.4 Brand rollout support

Finally, we will provide any finishing touches you may need for your brand rollout, and support your team as we cross the finish line together.

We will enter the home stretch of the project by conducting one in person and up to two [2] additional, virtual education sessions where we will review and provide specific guidance on all facets of the Brand Application Plan, including department-specific and co-branding advice.

We will also help you anticipate any ongoing needs that may not have been considered at the beginning of this process and deliver everything you need to ensure a natural transition.

ACTIVITIES

01	Training and support
02	Design & creation of additional materials (as needed)

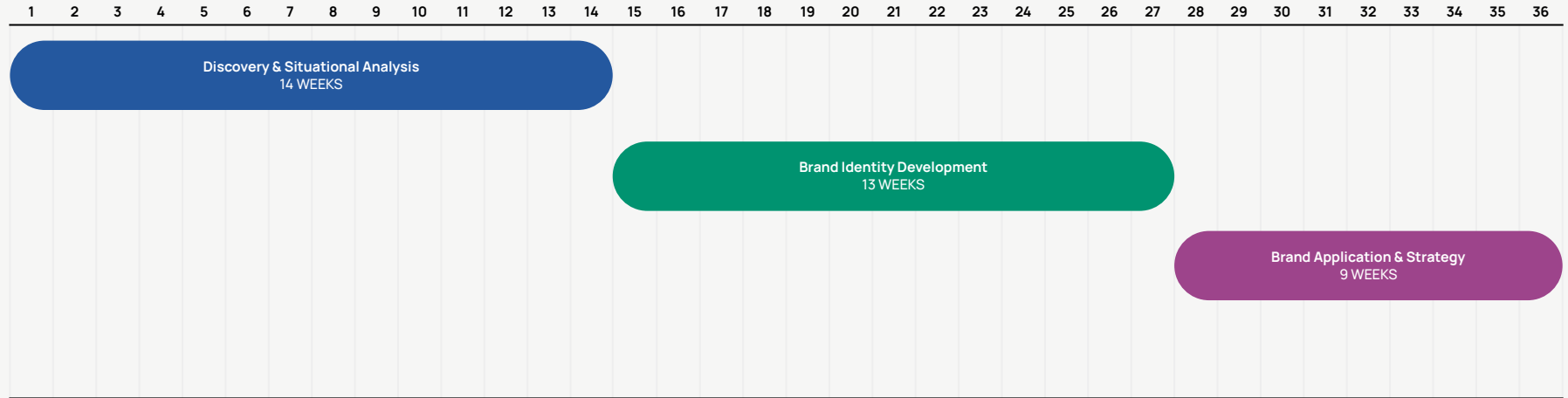
05

Timeline & Budget

TIMELINE

36 Weeks

WEEKS



1

Discovery & Situational Analysis

- Project Kick Off
- Brand Assessment & Competitive Analysis
- Stakeholder Interviews & Surveys
- Revise & Finalize Research

2

Brand Identity Development

- Brand Narrative Development
- Visual Identity (Including Brand Mark)
- Create Brand Toolkit

3

Brand Application & Strategy

- Implementation Strategy
- Sustainability Strategy
- Revise & Finalize Plan

BUDGET

This budget includes all deliverables and activities detailed in this proposal.

Travel costs are included in this budget.

** Indicates included travel expenses*

Phase 1: Discovery & Situational Analysis

1.1 Project kickoff/setup*	\$5,400
1.2 Brand assessment & competitive analysis	\$11,000
1.3 Community outreach	\$20,100
1.4 Online hub	\$4,350
1.5 Research & Insights Report	\$10,000
SUBTOTAL	\$50,850

Phase 2: Brand Identity Development

2.1 Brand platform development	\$17,100
2.2 Visual identity (including brand mark)	\$25,400
2.3 Socialize identity*	\$12,600
2.4 Brand Toolkit & Brand Book	\$11,200
SUBTOTAL	\$66,300

Phase 3: Brand Application & Strategy

3.1 Short term/implementation strategy	\$6,700
3.2 Long term/sustainability strategy	\$6,700
3.3 Brand Application Plan	\$12,200
3.4 Brand rollout support*	\$7,100
SUBTOTAL	\$32,700

PROJECT TOTAL \$149,850

The above budget is based on Resonance hourly fees of \$400/hr for Principal Consultant, \$300/hr for Senior Consultant, Creative Direction and Research Direction, \$250/hr for Associate Consultant and Copywriting, \$200/hr for Account Direction and Design and \$150/hr Research, Programming and Project Management.

The project fees outlined in this proposal are valid for a period of 90 days from the date of issuance. Any future work or project extensions beyond the scope of this proposal will be subject to new pricing and terms, which may reflect updated rates, market conditions, and resource availability.

06

References

CLIENT REFERENCES

Quad Cities

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City of Reno

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