THE CITY OF SANDY, OREGON

COMPREHENSIVE BRAND EVALUATION & STRATEGY

2016-02-20

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INTRODUCTION & STRATEGY

The City of Sandy is looking to create a brand that would encompass its various departments and facets under a cohesive system.

This report will lay out the goals of the City, the challenges presented by a comprehensive re-brand, and how a brand strategy would address both goals and challenges. It will discuss the pros and cons of various options available, along with my recommendations on how to proceed.

GOALS

A GREAT PLACE TO LIVE

The primary goal of the City's identity is to communicate how great Sandy is in which to live. Focal points of the re-brand break down to:

· **Showcase** all the great things Sandy has to offer.
· **Revitalize** local pride, confidence in the municipality, & encourage community participation from both citizens and local businesses.
· Develop an own-able identity system that is **memorable** to visiting prospectives for its uniqueness.

ECONOMIC GROWTH

A thriving local economy gives people the opportunity to work in and invest back into their own community. The goal of economic growth is a catch-22, breaking down thusly:

· Growth in population (to attract new businesses)
· Growth in local businesses (to attract new residents and encourage investing in the local economy)
· Growth in visitors (to attract prospectives and supplement the local economy with outside revenue)

CHALLENGES

REVITALIZE THE BRAND TO PRESENT A MODERN, OPTIMISTIC CITY

The first challenge is to revitalize the City's brand, and make it feel fresh. The City of Sandy's current look feels dated; quaint but unpolished, and doesn't accurately communicate Sandy's excellent competitiveness in resources and modern lifestyle compatibility.

City Mark.

City Mark, early version, with smaller counter in 'd' and in-stroke nub on 'a'.

City Mark, locked-up with encroaching slogan.

City Mark, knocked out with drop shadow on the website.

As the City has grown, inconsistent use of the City Mark has chipped away at its integrity. The mark has been stretched (despite the cautionary note on the City's website against changing the aspect ratio), backgrounds colors, slogans and other content has crowded the mark's space— particularly drop shadows, such as the drop shadow used on the website. In general,

the City Mark has had to wear a lot of hats in order to accommodate the expanding needs of the City, and in doing so its integrity in the eyes of locals has eroded, and doesn't carry the professionalism or authority that it could.

A revitalized identity will reinforce the City's optimism for the future, its modern sensibilities, and its potential for growth. It will attract the attention of prospective visitors, while making familiar visitors and citizens sit up and take notice. This in turn will foster pride and encourage community participation and local investing.

Page from Sandy Main Street guidelines, and an example of usage.

Note: The revitalization of a brand isn't new to Sandy. The Main Street program has already taken steps to synchronize the look of Sandy with the renovations of buildings throughout the City, adhering to a themed selection of materials such as the rock and large lumber facades. Along with a designated color palette, the Main Street program also integrated way-finding signage, which included research into typeface legibility, landing with the typeface Frutiger to be used throughout the system. The Main Street program is definitely a step forward in re-branding the City of Sandy, and can easily be adopted with the larger re-brand process.

EVOLVE THE CITY MARK TO REFLECT A MORE CENTRAL MESSAGE

Another challenge to consider is the mark, and whether the City would best benefit from minor revisions or an overhaul of the City Mark. The City's current mark relies on a river and mountain. While more memorable than other variations, it is still utilizing the same elements as other local identities. (A quick search online even reveals other Sandys in the U.S. that also utilize the river and mountain).

Similar elements in use, both local & not local.

Additionally, the river-to-a-mountain tableau suggests Sandy as a pit-stop between places instead of a destination in itself. This is reinforced by the City's slogan 'Gateway to Mt. Hood'— a point that was brought up to me at almost all of my discussions with both department heads and business owners.

The new identity should focus on the **City of Sandy's inherent advantage as a centralized location** to Portland, PDX, and Mt. Hood, with all of the nature and recreation that comes with it. It may be the last true City toward Mt. Hood— but it's also the first true City over the range. It started as a centralized location for pioneers and logging camps seeking supplies and entertainment on which to spend their wages, and it still serves that purpose for the larger Sandy and Mt. Hood area. The City Brand, and mark, should reflect that enabled independence.

UNIFY THE DEPARTMENTS INTO A COHESIVE BRAND

A critical aspect to the new identity would be to collect the various departments and services under one umbrella. The City has grown fragmented in its branding approach, and departments have been left to their own devices, which has led to inconsistencies and off-brand messaging.

Selection of departmental marks (not including use of the various City Seals).

In the case of SandyNet and SAM, these separate identities have created brand loyalty on their own, and their ties to the City is often overlooked. Seth mentioned an occurrence where an individual reacted to the City Mark by inquiring if it was somehow associated with his ISP SandyNet. This backwards brand loyalty shows the importance of interaction in the case of brand recognition, but also highlights the missed opportunity to link that brand interaction to the City of Sandy. The result is a user base that doesn't necessarily know a service is municipality-run, which means brand loyalty doesn't translate to City-pride.

With the re-brand, there should be a focus on unifying the various departments, making it clear that these services are not private enterprises, but municipality-run. This would reign in the brand-loyalty of successful City services, and strengthen the publics trust in the municipality, concreting the City of Sandy's reputation as a source of excellent, competitive resources.

More on this subject, with the options available, can be found on page 5.

### COMMUNICATION STRATEGY: CONSISTENT, STRONG HIERARCHY, CONCISE

In addition to syncing the department identities, developing a consistent strategy for organizing content can greatly help with City communications. From printed documents and forms, to the website and its many department pages, inconsistent layouts and hierarchy levels make it difficult for people to quickly scan and find the information that they need. This creates frustration when time and energy is wasted, which in turn lessens brand-loyalty and City-pride.

An example of inconsistent design.

A prominent example of this issue can be seen with the friction between business owners and the City. I listened to people express their frustrations from both sides, where a lack of communication left people with unrealistic expectations that, when unmet during the process, created delays and frustrations.

I can see an attempt at bridging this gap with the 'Guide to Opening a Business in Sandy' section on the website, and while a step in the right direction, it is still lost in unintuitive levels of hierarchy on the website, and there is little-to-none of this guide reflected on the printed forms and info-sheets. Digging and sorting through the network of links and buttons is an obtuse user experience that doesn't encourage further interaction.
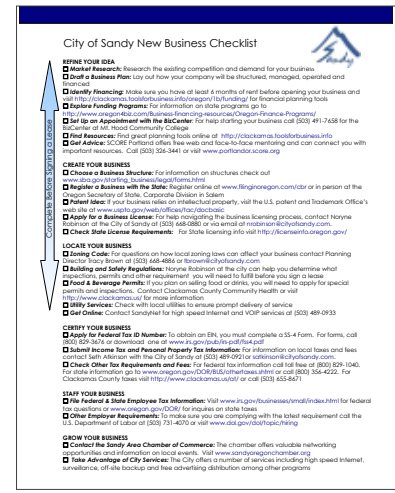
Instructions and process for new business owners get lost in competing buttons and symbols.

With the re-brand, syncing the format and visual hierarchy of City documents and forms will encourage clear and concise interaction between the City and patrons (both citizens and businesses), which will result in reduced surprises and hidden setbacks, a positive user experience, and a reinforcement in the City's dedication to progress.

A FOCUS ON STORYTELLING & SANDY'S VOICE

The new re-brand should also allow for moments of joy. The City of Sandy has impressive City-backed initiatives that are interestingly rare. I found myself often surprised hearing about goals met and future goals in sight, realizing the City is quite humble about its accomplishments, to the point that many people take it for granted, not realizing how good they have it in Sandy.

Connecting directly to citizens and visitors is an important factor in modern branding, and is definitely a challenge to be addressed. There should be consideration for the voice of the City, and how that voice is reflected in social media.

The photographs that are taken or used on Instagram, the artists chosen to create the salmon tree grates, the reasoning behind choosing the pervious pavement for that parking lot, highlights of Sandy's history, humorous insights from 'insider' employees— all of these can carry value in the City brand, giving a bigger picture of who the City is, and how it serves the people of Sandy.

HOW TO UNIFY THE CITY BRAND

BENEFITS OF UNIFYING THE DEPARTMENTS

SandyNet and SAM both have established identities, and while that brand loyalty has value, the benefits of adhering to a larger City brand outweigh the loss of recognition the current department identities carry.

· Both departments have services that beat the competition, suggesting a user base that wouldn't immediately run to another service.
· Both departments are currently experiencing identity crisis. SandyNet is now being presented as SandyNetFiber. SAM has a very misunderstood service STAR.
· Both departments also have a percentage of users that DO know they are municipality-run services, thus negating the loss of recognizability.
· Up-front costs for a scalable system will reap savings down the road.
· The new City of Sandy brand is going to be one strong, slick brand!

OPTIONS OF UNIFYING THE DEPARTMENTS

When it comes to differentiating each department in the new City brand, the options can be narrowed down to three strategies. I'll use yogurt as an example of how this breaks down. Let's assume each package represents a different department.

a) The first option would be a tight system, unified beneath one main mark. Departments are differentiated by language i.e. department name, and a color (and/or) an icon (or, fruit).

b) The second option is also a tight system for the City of Sandy (the mark, the shape), with separate systems for applicable departments. These systems stay close to the main City brand, but add additional elements that help distinguish the department (textures, background colors).

c) The third option is a loose system, where the City relies on a strong mark to hold together a collection of themed identities that might introduce additional sub-brand marks that either join the City Mark, or at the very least contain a required symbol or byline that connects back to the City.

I recommend A...

· It's the strongest option, particularly in a brand's infancy, when the public is learning the system and brand recognition has yet to develop.

· It provides a consistent framework and a unified user-experience for citizens and local businesses.

· It allows for cost efficient printing and time-saving production (less font licensing, no reinventing the wheel for every document)

· It would be a system, designed to be comprehensive, so that different departments will have an easy time working within the structure to manage their own assets. I would encourage centralized oversight to maintain a unified look, but departments should find it advantageous and easy to stick to the system, thus ensuring brand integrity.

...with a little B

It's important for department identities to adhere to the larger City brand, but an argument could be made for additional visual cues for applicable departments. Sandy ISP's SandyNet is a service that needs to have a competitive edge when advertising alongside larger cable companies. Sandy Transit's SAM service needs to have strong visual cues for people to easily recognize the bus or the bus stop, or to differentiate future lines from one another. The Sandy Public Library has its Hoodland Branch, and needs to differentiate between the two, all-the-while coexisting with numerous sharing networks on the county level, state level, and beyond.

These cases highlight reasons for additional elements for individual departments. It is my recommendation that these additional elements are considered early on, so that even as these elements develop for their respective departments, they still feel like they belong together, as if in the same alphabet or family.

Note: I understand there was discussion with the City Board about initiating an over-all theme, with department customization. This would be closer to Option C, possibly looser still. I would greatly suggest that the City take the initiative of laying the ground work for each department, in an effort to both maintain the integrity of the City's brand, and to make sure that Department elements compliment the City-wide branding strategy, rather than possibly detract or compete with it.

Visual breakdown of the City brand
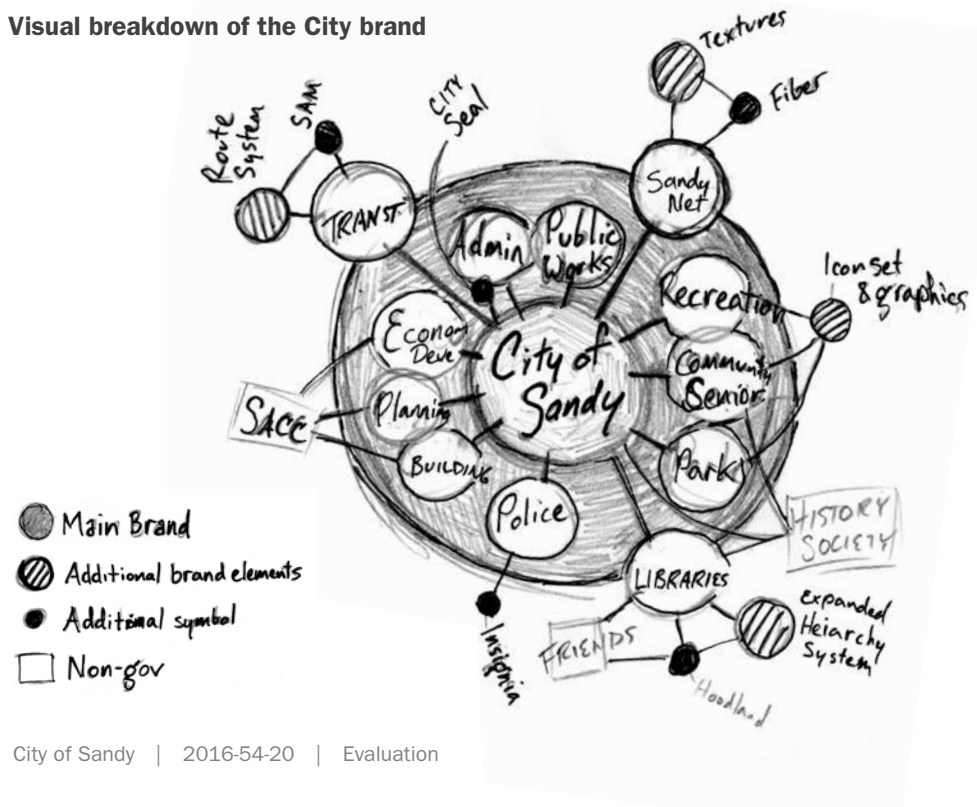
Examples of City brands utilizing systems for departmental segregation.

The branding of Amsterdam is a good example of a unified brand system that focuses on language for distinguishing department assets. A family of pictographs and limited extra color use help clarify and give life to certain assets, all while maintaining the cohesive look.

Charleroi is another example of a city identity that maintains a strict brand system, utilizing color as its differentiating element for department assets.

Porto maintains its brand color, using illustrative tiles as its differentiating characteristic between departments.

TECHNICAL SCOPE
THE CITY BRAND

REFRESH & SYNC ALL OF THE BRAND ASSETS

REFINING THE MARK

Sync stroke of mountain with stroke of lettering.

Balance the lettering to allow additional type placement below.

Refine edges and nubs.

Close counter shapes, and make the negative space larger for easier recognition.
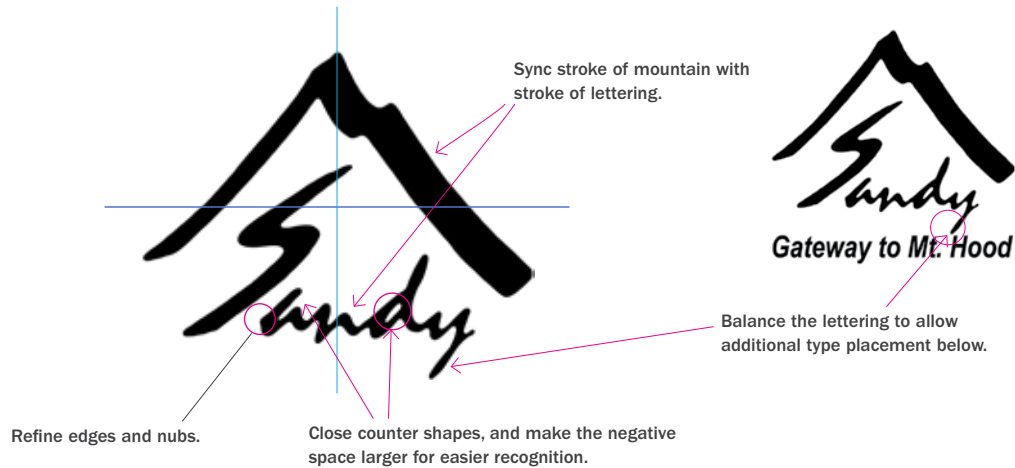
While the visual pun with the 'S' seems an almost too-obvious solution, its unrefined execution makes it work in a quaint, funky way. It feels dated though, with its angular, hasty marker script that was popular in the late 1980s and early '90s. The script lettering also has numerous legibility issues for those unfamiliar. Consider the narrow, squished 'n' and 'y', the heavier weight distribution on the 'd', and the counters that either don't close (the 'a') or fill in with ink at small sizes (the 'd' again).

In refining the mark, the focus would be to fix the legibility issues, and shape the mark into a perceived container so that it works with a scalable system.

A NEW MARK

I suggest a couple rounds of exploration to potentially create a new mark. While the option to refine the current mark always exists, the opportunity presents itself to make a new mark that both draws from Sandy's colorful heritage while also proclaiming an optimistic future aligned with the City's new image. This exploration would include variations on the scalable brand system, allowing more freedom to create a lasting and impressionable identity. Whether the new mark finds roots in the current brand, or completely veers into unmarked territory, I have no doubt that an exploration of the potential would be fruitful.

FINAL MARK

In the end, there will be a single, final **City Mark**, in various size and file formats, with specific-case counter-parts (black and white, gray scale, knocked-out or reverse colors, and a tiny version if necessary).

All other City of Sandy marks should be retired.

A guide on how to properly use and maintain the City Mark's integrity, such as correct placement and spacing, will be included in the final **City Brand Guide**.

> **Note:** Simply following the City Brand Guide on proper usage of the City Mark will dramatically help the integrity of the mark. Using a single mark, keeping it properly spaced, and keeping the size changes to a minimum could help even the current mark, as-is, feel elevated.

REFINING THE SEAL

Drop shadows, outlines, and outer glows create unnecessary clutter.

Gradients look muddy— especially when printed.

Gray Scale version needs more contrast, less 'effects'.

Over-detailed laurels distract, trapping the eye in small, cramped spaces.

The Sandy river feels like a tiny stream, added as an after-thought.

1-color versions, definitely stronger in appearance..

For a symbol of authority and authenticity, the City Seal is in a messy state— particularly the current, 4-color 1911 version. This is why I recommend having the seal updated. A Seal should feel elevated, official, clean, and purposeful. The elements of the Seal are all here, it would just be a manner of rebuilding it correctly. This means vector lines and shapes would be drawn smoothly, reducing the need for unnecessary strokes and borders. Elements would be balanced, feeling intentional in their space, allowing the eye move around the Seal without getting caught in awkward crags and afterthoughts. Muddy gradients would be replaced with intentional color fills that also work in black and white or as a stamp. All of this would also maintain the Seal's legibility should it be reduced in size, without shapes accidentally filling in with ink or becoming muddy and blurry.

An alternative option would be to only use the 1-color version, because seals are generally 1-color anyway, and the lack of outlines, glows and gradients make the current Seal stronger.

Either way, the Seal is a low priority aspect of the City Brand, because the Seal should have limited use. I've observed the current City Mark and City Seal being used interchangeably, which is a common tendency amongst municipalities, but is always a bad idea. The combination confuses people and creates a false level of hierarchy that clutters an already busy stream of content.

The use of the City Seal should be very restricted to only the most official approval documents, awards and verified permits. For applications, forms, and most other cases, it is recommended to instead use the City Mark.

Once an official, City Seal has been settled on, all other seals should be retired, to reinforce the final City Seal's authority.

Past City Seal variants – to be retired – although in the case of an City Seal update, I find the original 1913 composition a more interesting balance, worth revisiting for inspiration.

Christina Riccetti's light box version from 2004.

A guide on how to properly use and maintain the City Seal's integrity, such as correct placement, spacing, and use restrictions, will be included in the final City Brand Guide.

SELECTING COLORS

Currently, there are no official Sandy brand colors. While seemingly a minor detail, having specific colors can strengthen and even make a brand. (For an example, think of UPS or any major league sports team.)
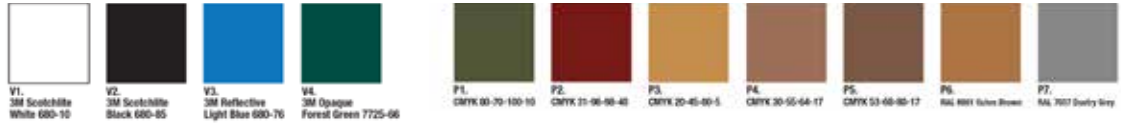
Color palette from the Main Street program, to be considered.

As part of the re-brand, a color palette would be selected, with designated levels of hierarchy (such as main color, secondary color, tertiary background color, and department colors). Colors already included in the Main Street program would be taken into consideration.

SELECTING TYPEFACES

Currently, there is no official Sandy typeface. Arial is suggested on the website, Cooper Black is sometimes used. Typefaces, styles, spacing and page layout change from document to document. Like color, a solid type family can strengthen or even make a brand. As part of the re-brand, a type system would be developed, with consideration to the City's variety of needs and levels of hierarchy. Frutiger was used in the Main Street Program, and that would be taken into consideration when developing the larger Sandy brand system.

ABCDEFGHIJKLMNOPQURSTUVWXYZ
abcdefghijklmnopqurstuvwxyz

Frutiger 57 Condensed, as used in the Sandy Main Street program, to be considered.

A guide on using typography effectively within the brand system would be included with the City Brand Guide.

CONSIDERING LANGUAGE

Under 'Language', there are three things worth noting.

1. Owning 'Sandy'
Something I have learned to keep in mind is that the term 'Sandy' isn't own-able. Many private businesses in Sandy are named after the city (i.e. Sandy Liquor or Sandy Auto Body) which is why some services such as the Sandy Library and Sandy Area Metro aren't necessarily recognized as municipality-managed (even when, in the case of SandyNet, the mark even contains the mountain swoosh, and is billed with city utilities!). Thus, design will play a large responsibility in communicating these connections.

2. Voice
Alongside developing the brand, it can be helpful to analyze what kind of voice the City adapts to communicate with citizens and visitors, for assets such as bills and brochures, but also on social networks like Facebook and Twitter. Will Sandy's voice take on an informal, neighborly vibe, or a more formal, serious interaction? Creating a consistent voice gives the listener (or reader) something they can recognize and connect with. Departments might adapt their own voice on social media that best fits their audience. For instance, it might make sense for the library to have a more literate voice.

If this interests the City or any department with an agenda to push their social media presence, I'd be happy to discuss it, and also connect you with folks I admire who excel in this regard.

3. Spanish
According to the U.S. Census (https://suburbanstats.org/population/oregon/how-many-people-live-in-sandy), mestizo (or, 'Hispanic or Latino') households make up a little over 9% of the total population, or almost 900 people. I noticed many Spanish translations of Sandy assets, particularly at the library, which is a great start.

This **multilingual** option will be factored in to the designs when creating templates for flyers, brochures, and other assets, but also serves as a reminder for the importance of clear communication and, when applicable, visual cues such as symbols, icons and graphics.

THE SLOGAN 'GATEWAY TO MOUNT HOOD'

The slogan was brought up often as a point of contention by almost all department heads and business owners I spoke with. Everyone agreed that it negatively reinforced the City's reputation as a pit-stop for travelers heading East, as opposed to a destination in itself. As I've mentioned, it may be the last true City toward Mt. Hood— but it's also the first true City over the range, and a **hub for the greater Sandy River area**.

The current slogan should definitely be retired. As part of the re-brand, a new slogan will be considered, although it certainly isn't necessary. If a slogan *is* an asset wanted by the City, I'd work with a copywriter to develop a line that was both fresh and own-able, that focused on the City's aspirations and the mentality of the citizens, leaving the corny generic slogans to lesser brands and tourism posters.

(Personally, I'm partial to "From the ashes of Wy'east", after hearing about the nature of Lewis & Clark's "quicksand"— which is why I appreciate a talented copywriter.)

IDENTITY SYSTEM

In developing the City Mark and Brand, an Identity System will be constructed, which includes assorted **stationary (letter, half-letter notepads, envelopes) and business cards**. When these items are together, they should illustrate the general idea of the brand, that can then be extended to other formats, such as info-sheets, tri-folds, mailers and forms.

The Identity System should play out the same for all departments. Templates will be created for each department, only using department-specific assets if applicable.

ADDITIONAL PRINTED ITEMS

Strategies for how to apply the brand in additional printed items will be explored and solved for common-use formats: letter-sized info-sheet, mailer, tri-fold, postcard flyer, and door hanger. Templates or example mock-ups for each format for future use.

FORM ANALYSIS & STRATEGY

While the underlying structure of forms lie with the basic stationary layout, I recommend a specific analysis on form design, with the goal of consistent format and clear, streamlined typography and language across departments. Additionally, printed info-sheets, brochures, and pages on the website would align with forms, creating a thorough user-experience to help communicate process.

Templates would be created an tested, before applying them across the board, and form template guides will be included with the City Brand Guide.

Sign Standards is an unaligned bullet point list, hard to scan. Also, content could reference the website, where a consumer can find out why these choices were made, and how they benefit businesses.

Underline & All Caps as a header is unnecessarily 'loud'.

Interchanging City Mark & City Seal, and inconsistent header block.

Awkward juxtaposed type sizes.

Is this a form? Decided upon at the pre-application conference?

Unnecessary or confusing statements.

NEWSLETTER

A tighter banner that adheres to the new brand can be applied to the newsletter, giving more room for content. Additionally, a template for a more consistently proportioned layout can be devised to entice readers to scan and then be drawn in.
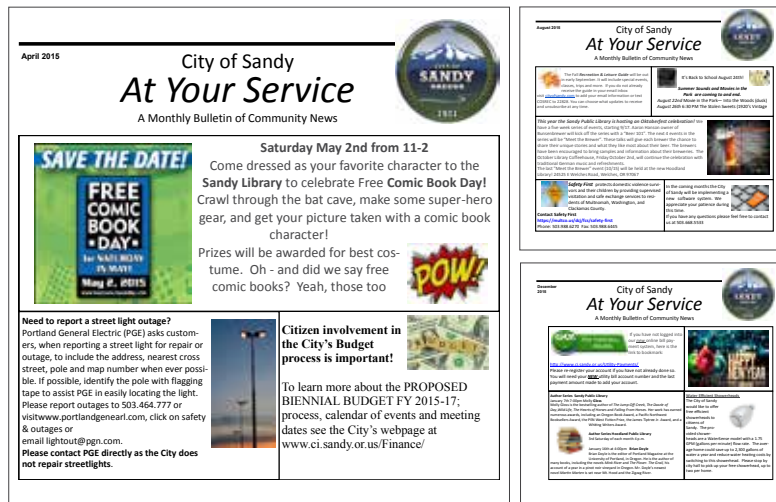
Examples where the content is squeezed extremely tight on the newsletter suggest the very large header could be reduced, allowing more room for content to breathe, and creating a more inviting and relaxing environment to read.

SOCIAL MEDIA

A clean refresh of all Social Media can help drive a re-brand campaign, furthering the impact while jump-starting a social relationship with followers.

· Apply the new City Mark as the profile image making sure it renders clearly at a small size

· Apply the City of Sandy colors to applicable profiles (such as Twitter)

· Apply on-brand photography to backgrounds and header images, showcasing a variety of scenes from Sandy, from the serenity of Jonsrud viewpoint to the activity of kayaking the river, **reinforcing the City's shifting theme from pit-stop-to-Hood to centralized base.**

· Maintain the Facebook location page for Sandy, OR (https://www.facebook.com/places/Things-to-do-in-Sandy-Oregon/108688095822664/)

Current look of the City of Sandy, Oregon's Government Facebook, Twitter, and Instagram.

Additionally, a branding system can be applied to posts to help give hierarchy to City-run events and regular series events by departments. When currently looking at City of Sandy Facebook posts, it's hard to quickly distinguish City events from announcements, or one-offs from repeating series, such as Sandy Public Library events. Also, when searching for City events, other organization pages, such as the Sandy Chamber of Commerce's YouTube page or the Friends of the Sandy Public Library page, take precedence over the City's page in search results.
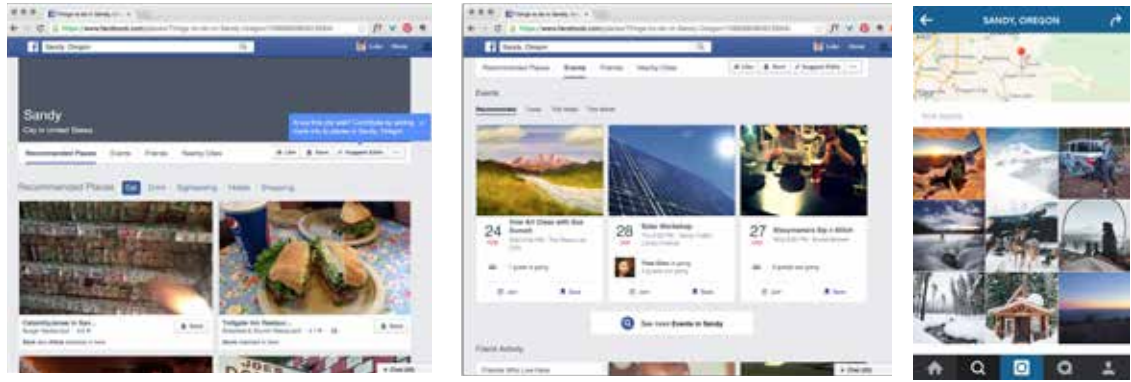
The City of Sandy's automatically generated page on Facebook, and the Geo-tag for Sandy on Instagram.

Adding graphic elements (type, color, icons) is a way to distinguish departmental posts from one another, providing it sticks to a relatively consistent system (and doesn't clutter the post).

Another option would be to allow certain departments their own Facebook page. The Library seems to have enough programming alone to justify their own page, with an audience that has very specific needs in comparison to the needs of a general City of Sandy follower. Having their own page would allow them to post more Library-centric posts that the City might not care to post (say, seasonal Dickens quotes). The City government page can then 'share' more relevant library posts (such as event posts), and the Library's profile photo then gives their post the hierarchy that is needed.

Examples of City of Sandy Facebook posts.

Examples of branded social post graphics, via NYC's Facebook.

The goal of social media is to create a thriving network that informs and encourages participation. The City of Sandy creates their own page on networks to fill the void if there is one. If videos in Sandy are not well represented on YouTube, then the City of Sandy should fill that void by creating a YouTube account and posting their videos there, so people find them when searching, and can like and share them. This account then links back to the City's website, the main point of sale for potential businesses and residents.

If certain programs or departments have enough content to maintain an active account on their own, and have a target audience with specific needs, then it make sense to have that separate account, as long as it maintains an on-brand feel to it, and links back to the Sandy website.

NGO accounts and web pages.

Supportive NGOs (Friends of the Library, Chamber of Commerce) are encouraged to also maintain their site, and link back to the City where applicable. Additionally, correctly cross-referencing, sharing posts, tagging accounts, and geotagging locations can generate interest.

What the City does not want are voids or dead ends, where a user hits a dead link, or an inactive account that signifies a lack of understanding or activity. If a site or program ends or is shut down, it's important to either take down the site, or leave a final message stating that it is no longer in use, with a link back to the Sandy Website. An example of this would be http://sandymainstreet.org/.

WEBSITE

The City of Sandy website is still new, and looks pretty slick on first impression, but there are a few issues that need to be figured out still in order to make it an excellent site.

Navigation

The main navigation bar on the homepage is an issue that very quickly gets frustrating. In literally every case where somebody from the City went to show me something on the website, they stumbled on the over-sensitive triggers for the pulldown menus. This is partially because those buttons are quite large, but also because the trigger area contains the entire button as opposed to a smaller portion roughly the size of the text. That said, pulldown menus are also often too quick to retract, so I would have to play with it to figure out a solution— but it definitely needs to be adjusted, because even to those familiar with the site, it seems to be an unfriendly user experience.

As a small note, that bouncing seal is very weird— I guess the urge to vertically center the Seal with the main menu bar trumped simply having it stay at its higher location?

Page structure

The website is a great example of how a system for organizing content is sorely needed. Different departments utilize different systems that weaken the usability of the entire site. Aspects that need attention:

· Hierarchy

· Consistency

· Maintain space and alignment to the grid

· Reduce redundancy

Page title should probably be shorter, taking into account how it's viewed in tabs, or as a bookmark/favorite. Example:

Sandy, OR: The Official Website of the City of Sandy, OR

City of Sandy, OR - The Official Website

Example of a Responsive page's content not shifting well with a window resize.
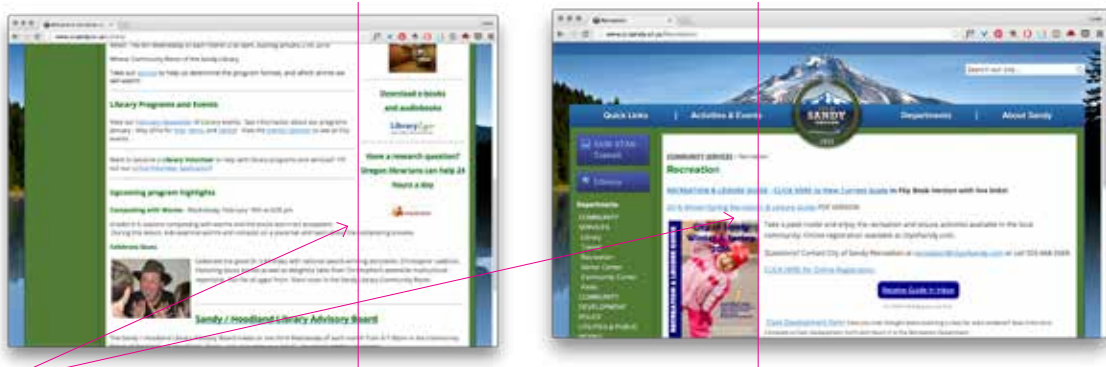
Examples of content not aligning to the grid, creating needless confusion.

An Alert that shows navigation isn't intuitive.

Underlined, Caps & Italic for an element most people won't read.

Sidebar header, styled as a button.

Off-brand sign/graphic doesn't look like button but is.

Page Header, not welcome statement.
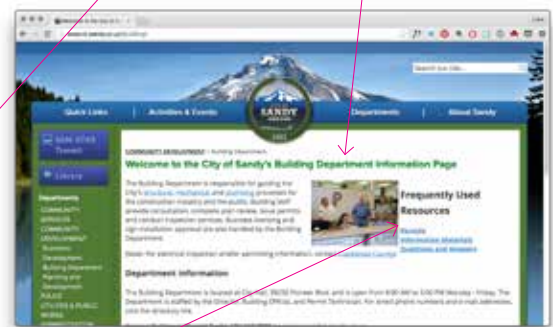
Links in needless button format, creating awkward spaces for the eye to navigate.

Floating element(s) in middle of page with out-of-place styling.

Examples of hierarchy issues that prevent users from quickly scanning content.

Content gets clipped.

Content becomes cluttered with type crashing.

Welcome as header, Header as link, unneeded HR lines.

Content awkwardly shifted. Important information to user is at bottom of page.

Examples of issues on mobile:

It is recommended that a system be developed for organizing content similarly across department pages, that takes into account user needs, allowing quick in & out visits that prove intuitive, fruitful, and a positive experience that will encourage users to return.

ASSETS

- City Brand System
  - » City Mark
  - » Type/Dept. system
  - » Fonts
  - » Colors
  - » City Brand Guide

- City Identity System
  - » business cards
  - » U.S. letter & half-letter stationary
  - » #10 envelope

- Additional Printed Items (templates or examples)
  - » brochure (bi or tri-fold)
  - » postcard flyer
  - » mailer
  - » door hanger

- Form Strategy
  - » Analysis
  - » Templates
  - » Flesh them all out

- Website updates
  - » Applying the new brand
  - » Content organization

- City Seal

- City Slogan

- Social media
  - » Applying the new brand

TECHNICAL SCOPE
BY DEPARTMENT

CITY ADMINISTRATION

RECOMMENDATIONS

· Departments adhere strictly to the City of Sandy brand in all of their assets.
· Department forms and 'process workflow' to be considered when developing the City Form Strategy

ASSETS

· Identity System (department-specific, using the City Brand templates)
· Forms (with applied City Form Strategy)
· Newsletter header and template
· Utility bill header (It is understood that with automatic programs there are limitations, but any opportunity to make the bill clearer to understand should be taken, or considered for future system updates.)

PUBLIC WORKS

RECOMMENDATIONS

· Adhere strictly to the City of Sandy brand in all assets.
· Pamphlets and info-sheets would adapt City templates, focusing on consistency to the look and layout.
· Forms and 'process workflow' would be considered when developing the user experience for those working with the City.
· It is recommended that vehicles update graphics when applicable, seeing as how they are moving billboards for the City. Recommendations can be made on how to push vehicle graphics to have a further impact on citizens.

STORYTELLING

With the re-brand, or down the road, there is the opportunity for storytelling in this department, to boost awareness about achievements and improvements that most people take for granted. What some might find as ordinary within the department, people outside of the department might find interesting. The water sources section on the website is an example. While interesting in itself, the pages are text heavy and pretty dry (pun only slightly intended). Different locations or aspects from these pages can be highlighted in the City newsletter or on social media. Water sources might have hikes nearby. State-required testing and analyses can be turned into opportunities to educate. All of this would in turn foster awareness and pride in the City's services.

ASSETS

· Identity System (department-specific, using the City Brand templates)
· Forms (with applied City Form Strategy)
· Vehicles (~20 vehicles, with simple door-placement of City Mark
· Website updates
· Drinking Water Consumer Confidence Report (low priority)

Examples of assorted forms, letters & info-sheets.

Attention-grabbing styles used on less-important items.

Announcement area used for non-announcement items such as contact information.

Register and Log in buttons not near relevant information.

Unavailable pages for offered and seemingly necessary functions.

Website issues

INTERNET

As a competitive service in a very competitive market, it makes sense that SandyNet developed its own mark— a mark that has gone on to be arguably more recognizable than the City's own mark. This recognizability is due to successful marketing campaigns focused on competitive prices, and also the simple fact that SandyNet is a superb product with a user base that interacts with the service often, which creates a strong brand loyalty. This presents both challenges and opportunities for the City re-brand.

CHALLENGES

· While the City Mark and SandyNet mark share the 'mountain swoosh', there is still a large percentage of the user base that does not recognize SandyNet as a municipality ISP. This means SandyNet brand loyalty doesn't carry over to City-pride— a priority with the City re-brand.

· SandyNet's identity needs to have a competitive edge for its market. With its current mark, the italic sans-serif might signify speed, but for visitors and prospective citizens unfamiliar with the City Mark's context, the 'mountain swoosh' carries a contradictory meaning, likening itself to a line graph with a sinking or slowing progression.

· While SandyNet needs to have a competitive edge to their marketing, the SandyNet team also feels strongly about distancing themselves from the 'look' of other cable service providers, because of the very real negative connotations those other service providers carry.

· The name 'SandyNet' has a dated ring to it, using the arguably out-of-style 'net', often associated with the early days of the internet (i.e. the Sandra Bullock movie).

· Additionally, SandyNet is branded as a single word (without a space between Sandy and Net), making it difficult to fit into a wider Sandy department naming system (a minor issue).

· SandyNet-as-a-department-name grows weaker still with the rise of the alternative service SandyNet Fiber, which I've heard sometimes referred to as Sandy Fiber.

RECOMMENDATIONS

· I got the impression that SandyNet was being referred to as Sandy Fiber more often than SandyNet Fiber. And since Sandy Fiber is much better sounding, this leads me to believe 'SandyNet' could possibly be retired. The department would re-identify itself with a more self-explanatory department name (possibly Sandy ISP or Sandy Internet), and SandyNet (and SandyNet Fiber) would be reduced to services or product names. While this shift in identity structure seems subtle, it will be essential in establishing the City's role, and creating a sustainable identity for Sandy ISP and its services (Sandy Wireless, Sandy Fiber, etc.).

· If changing SandyNet is not a feasible option, then simply keeping 'SandyNet', but retiring the current SandyNet mark would still be the best option. The department would adhere to the City of Sandy brand in admin and brochure assets, BUT…

· …in addition to the City of Sandy branding, SandyNet (or Sandy ISP) would have an additional kit of brand elements, such as graphics, slogans and background textures, to be used in advertising and push campaigns.

· The SandyNet mark would be retired, and the informal SandyNet Fiber mark would be refined or redesigned as a simpler 'Sandy Fiber Symbol' for the service it describes, to be used in conjuncture with the City Brand.

ASSETS

· Identity System (templates for the dept., based on the City Identity System)
· Department brand elements

» Background textures, graphics

» Language: campaign slogans beyond 'Get unplugged')

» Sandy Fiber symbol

· Additional Printed Items (with applied City and Department Brand)

» info-sheet

» mailer

» door hanger

· Truck artwork/wrap

· Van artwork/wrap

· Website updates (and hosting 404 page)

Current department marks.

Info-sheet and mailer.

Vehicles and door hanger.

This is secondary information, and gets between the user and the info they are probably seeking.

This is the information users are most-likely seeking when visiting this page.

Buttons have same level of hierarchy, but links are not of same level of importance.

Page layout easily breaks with a slightly smaller window, particularly on mobile.
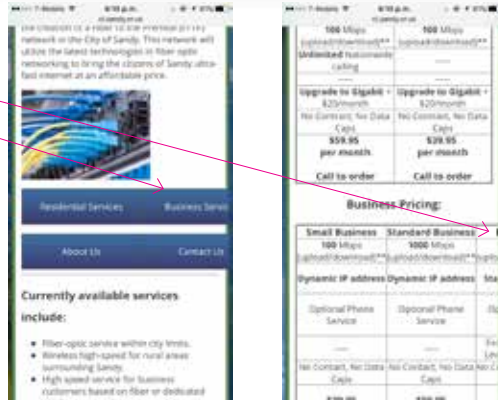
404 page uses logo with drop shadow.

Produced via dead link here:
http://www.ci.sandy.or.us/Business-Plans/

Website issues.

ECONOMIC DEVELOPMENT, BUILDING DEPARTMENT, AND PLANNING & DEVELOPMENT

Currently, most business inquiries come from people already familiar with the Sandy landscape:

· Locals starting businesses.

· Locals wanting to relocate their business closer to home.

· Established businesses in nearby areas, expanding to Sandy

The City would like to widen Sandy's net and attract businesses from further away. This breaks down to:

· Attract initial attention with advertisements and campaigns targeting people looking for a home in the Pacific Northwest but that are disenchanted by the housing shortage and crowding in larger metropolises.

· Showcase Sandy's competitive selling points

· Inspire confidence in the City with a modern, savvy, optimistic look.

· Inspire confidence in the City with streamlined process that both established local businesses and new prospective businesses find impressive. Word-of-mouth amongst business owners is important.

CHALLENGES

· The website. The City's website is the foundation on which the City communicates with both prospective and already locally established businesses, and while the new site takes steps toward creating a professional look, the content organization on individual pages tends to be cluttered, with redundant messaging, repeat links, and excessive styles that users need to dig through in order to find the information they need.

· Decrease friction between business owners and the City of Sandy by setting realistic expectations with clear, concise communication. After speaking with Sandy business owners and the Sandy Area Chamber of Commerce, I observed a lot of frustration, most of it due to getting lost with process when dealing with the City.

· Forms & permits should be considered when developing the City-wide format, so that Citizens have a clear & concise experience dealing with City matters.

RECOMMENDATIONS

· Adhere strictly to the City of Sandy brand in all assets.

· Pamphlets and info-sheets would adapt City templates, focusing on consistency to the look and layout.

· Forms and 'process workflow' would be analyzed, and a strategy would be developed, focusing on the user experience. Process needs to be streamlined, concise and clear, so that business owners have clear expectations on the onset, to reduce friction later on. This needs to be reflected both on the website and on the forms, where process needs to be not just told, but explained and understood to a reasonable degree.

  » Content should be organized in a linear fashion that makes logical sense to the user, while educating the user about the process.

  » Pages need to simplify, with levels of hierarchy that are easily scanable.

  » Reduce excessive links, particularly repeat links. Links and buttons shouldn't compete, and shortcut call-outs should be restricted, and still visually align with the page's design, to support easy scanning.

· A New Business Sales Kit can help entice, going deeper into business potential and benefits.

· Advertising campaign pushes can further the reach of Sandy, showcasing elements of the City and attracting the attention of potentials

· Already, simply giving the City a thoroughly branded system will inspire confidence in the City's commitment to future development.

ASSETS

· Identity System (department-specific, using the City Brand templates)

· Additional Printed Items

· Forms (with applied City Form Strategy, for appeals, applications, instructions, permits, requests, with a focus on process and parallel process on the website)

· New Business Welcome Packet

· Business Handbook

· Website updates

· Stamp for maps, schematics, and larger documents, as a way of simply and easily bringing all documents on-brand (low priority)

· Ad campaign that includes on-brand photographs, sample ad layouts for various magazine and billboard formats, and a number of slogans or enticing language (suggested for the future)
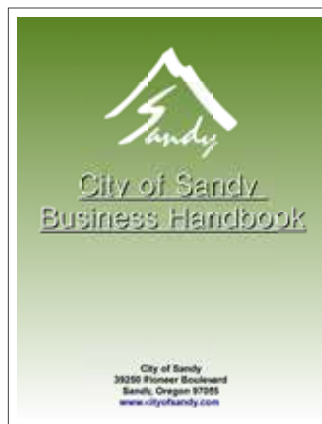
Current New Business Welcome Packet, Business Handbook, and additional flyers included in the Welcome Packet.

City of Sandy New Business Checklist— A step toward presenting process in a linear fashion. But the look is quite dense, off-brand, with confusing elements. What does the arrow mean?

Sampling of the range of forms on the website, and some additional branded elements (maps, embossed corporate seal).

Sampling of signage from the Sandy Main Street program.

VERY off-brand type.

Sampling of the range of forms and info-sheets currently available on the website. The process for signage is particularly muddled—a great example of how information can be organized and streamlined to better set business owner expectations.

Sampling of the range of forms and info-sheets currently available on the website.

Off-brand type.

Examples of consistency with Planning Department info-sheets— a step in the right direction, but could go further in streamlining process. For instance, most have information on the mandatory per-conference meeting buried in the introduction paragraph. Could that be instead a first step, with contact information to set that up?

The headers are left aligned, meaning they don't begin in the same location on each page. Additionally, they begin with 'Type I' or 'Type II' instead of the descriptor that is probably more useful, such as 'Partition'.

PUBLIC LIBRARIES

The Sandy Public Library has had a huge growth in communication assets due to its surge of programming for youth, teens and adults. This is in addition to the numerous resources the library continues to make available and promote, training and tutoring programs, a variety of internet database subscriptions, and the various levels of Inter-Library Loans (including the local County network LINCC, of which the Sandy Public Library is a part).

Finally, the City of Sandy has recently taken on the Hoodland Public Library, which means location-specific programs and services need to be clearly identified. While bringing the Hoodland Public Library and its patrons under the wing of the Sandy Public Library is a necessity, respecting the pride of the established Hoodland Public Library community is also a high priority.

CHALLENGES

· Patrons need to be able to easily navigate through levels of networks and services.
· The Sandy Public Library and Hoodland Public Library need to be unified and yet also be distinguishable from one another.
· The Sandy Public Library identity needs to co-exist with both the City and LINCC
· Take advantage of the new Hoodland facilities (and new-ish Sandy facilities).

GOALS

· Increase patronage
· Educate the public about programming, resources & services, to increase patronage
· Expanded programming in order to foster community and encourage participation, including reaching out to Spanish speaking members of the community.
· Retain patronage by creating an elevated library experience

RECOMMENDATIONS

· Adhere strictly to the City of Sandy brand in assets.
· Change the language when describing the Libraries. Currently, it's often read as Sandy & Hoodland Public Libraries, Hoodland & Sandy Public Libraries, Sandy Public Library and Hoodland Public Library, etc. This is too convoluted, and Hoodland Public Library suggests an independence that conflicts with patron loyalty. If the Hoodland branch is a Sandy Public Library operation, than it should be labeled as a branch of the Sandy Public Library. This language could be: **Sandy Public Libraries. (Main branch, Hoodland Branch)**. 'Main Branch' would not normally be used— it is simply the **Sandy Library**. Hoodland is then referred to as 'Hoodland Branch' or when applicable, the more official title: **Hoodland Library**. The below options show some variations on the naming scheme, but what remains constant is that all assets be branded as 'Sandy Public Libraries'. Bringing Hoodland under the umbrella of the Sandy Public Library is essential in tying the two branches into a unified team for both budgeting & grants, but also for public understanding, patron cross-over, and patron pride.

Sandy Public Libraries	Sandy Public Libraries	Sandy Public Libraries
» Sandy Library » Hoodland Library	» Sandy Public Library » Hoodland Branch	» Sandy Public Library » Sandy Public Library: Hoodland

· Hoodland Branch should have a visual cue. As the Sandy Public Libraries will have visual cues that distinguish it from other Sandy departments, Hoodland Branch should have its own icon or symbol, to denote Hoodland Branch-specific programming. This symbol is lower on the hierarchy level, and falls within the Sandy Public Libraries brand. Hoodland Branch assets

adhere to the Sandy Public Libraries look, and the use of the Hoodland Branch symbol rarely lives without the accompanying look and feel of Sandy Public Libraries. That said, in respect to the loyal Hoodland Library community, the Hoodland Branch symbol will be warmer and less utilitarian, likening the Hoodland Branch to a beloved nook or window bay, a close-to-the-heart favorite spot within the larger Sandy Public Libraries. Hoodland Branch can't be independent, but it can be a favorite.

· Develop a strong hierarchy system that allows patrons to quickly scan through the material and find what matters to them. This includes hierarchy on the macro level (signage vs programming) and micro level (title of event vs description vs date). Example templates for various levels of asset would be included as guides— including how these items are sorted on social media and the website.

» Hierarchy level 1: Brand. Assets should quickly read as a City of Sandy: Sandy Public Libraries item. This doesn't mean brand has to be overbearing in design, such as a thick border or large branded header, but can be something as simple as familiar type and spacing, with a consistent placement of elements including the City Mark.

» Hierarchy level 2: The asset should be easily categorized as **signage and instruction**, **services and programming**, **storytelling**, or **Friends.**

» **Signage and instruction:** Signage is relaying information immediately useful to the patron in as clear and concise as needed. It's authoritative and facility-driven. This would include wayfinding, section names, shelving categories and labels, directions or instructions, and alerts (such as change of opening hours, or a moved section). While these don't all need the exact same style, they need to belong to the same family, and be easily found & read by the user. Hierarchy within this category should be consistent i.e. regular wayfinding needn't be as loud as temporary important alerts, but each should be consistent within their level of importance.

» **Programming and services:** This includes announcements (newly added or upcoming events & programs), advertisements (sign up for…, check out the…), programming (schedules, events), and storytelling (interesting tidbits that act as lead-ins to services, of-interest news, art, 'featured' books or services, staff picks, community initiatives). The Hoodland-specific label would stand out if applicable. There are many levels in this category, and while the urge to grab attention is good, it should not impede on the strictly informational assets such as signage. Additionally, categorizing these assets and maintaining consistency can help Patrons quickly scan through them. Patrons want to quickly get their information and get on with their day without learning a new system of organization. Being confronted with a jumble of elements to sort through is a good enough excuse to simply not invest the time to investigate.

» **Friends:** It is critical that the Friends territory be segregated from the main body of the libraries. Currently, the Friends' system, which is friendly but also inherently integrated and loud in nature, competes with the Sandy Public Libraries minimal signage and fundamental message. In my limited on-site work, I witnessed numerous instances of confusion for both adults and kids. One of the greatest aspects about the library is that services and resources are up-to-date and available to the public for free, paid for by tax dollars. To have to be constantly double checking to make sure the item you just picked up, or the item your kid just picked up, is a library item or an item that needs to be paid for, completely undermines the library experience. Kids were often being told that not everything is available to them. Adults were investing time in selecting items, only to realize the Friends advertising-first labeling system had drawn them into the wrong section and they had to, visibly annoyed, return the books to the shelf. While this can be a negated issue if the Friends were located in one single section, the Friends are encroached into many areas, near reading areas and on ramps near children areas. Even the most valuable real estate in the library (near the front entrance where patrons walk by at least twice, surrounded by both front and side facing windows) is taken up by a tall rolling cart of Friends materials, which are both not available for free, and consisting of out-dated, donated, (cast-off, second-rate)

books of minimal interest— the very type of books that make up the dusty-outdated image that libraries all over currently fight. On the other side of that entry-way, next to the ramp leading to the main body of the library, there is a large bin, clearly often mistaken as a place to return books. It is instead a place to donate items. In the fight to educate the public about the usefulness and relevance of the library, a large box to donate media, and a large window-front shelf of outdated books for sale is a very poor impression for entering patrons that directly competes with the goals of the Sandy Public Libraries.

- General guidelines with hierarchy, to be applied when creating example templates for assets:

  » Spanish translations should be structured and styled the same as English counter-parts. Separate documents in Spanish are great, but also documents with both English and Spanish. Regardless, content should be the exact same.

  » Use contrast, colors (as in how dark the text is i.e. bold, NOT Red or Blue), and space to denote levels of hierarchy, and stay consistent with the application of this system. Make sure the eye first goes to the Header, than the Sub-header, than the sub-sub-Header. Italics are almost exclusively for mid-paragraph titles, references, or sources, and sometimes emphasis. Underlined should be avoided.

  » Aligning elements and maintaining a grid structure helps keep content organized and easy to scan, while also saving time in production.

  » Partner logos such as LINCC and other brands and networks, should be treated with respect, but they don't have to take over the design. They are being featured by the Sandy Public Library. Specifically for LINCC, a small lock-up of text (i.e. 'Sandy Public Libraries are a proud member of the LINCC system') and the LINCC logo, could work as an element placed consistently on applicable assets without impeding on the library branding or the message of the asset.

- A note on environment: By nature, the new buildings have a lot going for them, and this should be allowed to shine for itself. Nice furniture, exposed rock and wood— all of this creates a framework for the library and a friendly environment. These elements can be complimented by assets presented in a consistent, minimal approach. If there are three signs on a table, can it be reduced to one? If signs consistently have a small amount of text on a large piece of paper full of white space or random clip-art, can the size of this type of sign be reduced to a smaller but still consistent size? Additionally, I noticed the go-to item for holding signage are large plastic sheaths. These sheaths had scratched surfaces, were very varied in size and style, they reflected light poorly (affecting readability), and their unsustainable material devalued the more natural materials around them. In an attempt to minimize the tacky plastic frames, it would be worthwhile to look at other ways of presenting material, from stiffer stock paper held by metal clips, or inserted into corks with slits. Consistency is key, but presentation can definitely improve the user experience and environment.

- Foster community by utilizing social networks. The Sandy Public Libraries are already using Facebook to promote programming, and Social networks are particularly useful in getting the word out and receiving feedback.

  » Choose your battles: Instead of creating a hashtag for every event or series, work with broader or international hashtags, like #worldbookday or #SandyReads.

  » Tag posts with locations and other community members. Search the Sandy Library geotag (https://www.instagram.com/explore/locations/629701/) on Instagram and share (and credit) what other people are posting. Interact with applicable programs or businesses such as @antfarmsandy.

  » If creating a background that teens can use as a 'photo booth' for their own Instagrams, remind them to use geotags or hashtags so that you can like, comment and share later. I've been at events where the hosts marked ahead of time the best place for both the subject and the photographer to stand for that 'perfect 'gram'. Suggestions are good, but a safe place to experiment and interact is key.

» With social networks, you are looking for entrance points where followers can find you. If someone searches Twitter, they'll find you and can easily find their way to the website. If they see a friend use a hashtag, then they can click on that hashtag and see it being used often by the library and patrons. If they see the Library posting, responding, and interacting with the City and other patrons, it encourages participation. You don't have to control or be active in every social network, but it's smart to at least be aware of entrance points and take ownership if need be. These include places with reviews: Yelp (there's an old negative review), Google Maps/Reviews, Foursquare. Set it up so that your website is linked and you are notified if a review goes up. Respond to both good and bad reviews.

» While the above advice may sound like opening a ton of accounts is a good idea— it's not. Inactive accounts are stagnant and reflect poorly on the reliability of Sandy Public Libraries social accounts. Focus on the social network (or two) of choice. The rest can simply link back to your website or core accounts. If retiring an account, you can delete it, or you can leave it up, but make sure there is a final post or update that tells people it is no longer an account in use, and they are advised to go [here] for fresher updates.

ASSETS

· Identity System (department-specific, using the City Brand templates)
· Department brand elements
    » Hoodland Branch Symbol
    » Scalable hierarchy system and guide
· Additional Printed Items (with applied City and Department Brand)
    » Assorted signage
    » Digital Resources brochure
    » Homework Resources brochure
    » Book list brochures (Caldecott Medal Winners, Newbery Medal Winners)
    » Library2go brochures
    » Info-sheets
    » Bookmarks
    » Postcard flyers
· Publications:
    » Newsletter
    » Advisory Board Handbook (low priority)
· Social setup for Facebook, Instagram
· Website updates

Previous Sandy Public Library stationary, Advisory Board Handbook, LINCC mark, Friends mark.

Sandy Public Library newsletter. Difficult to navigate with so much content and no system of organization.

Examples of building signage, wayfinding.

Consistent type examples.

Two arrows, three signs, same direction.

Examples of not-quite synced Section & Category signage.

Examples of Category Signage that are inconsistent in layout, type use, and using clip art.
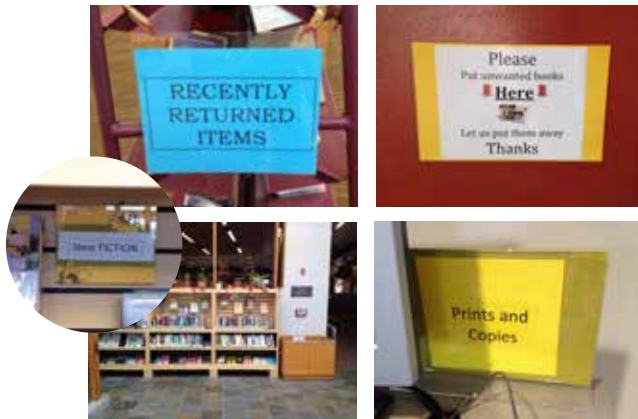
Category signs with inconsistent messaging.

An example of decorated shelving labels at Powell's, in conjuncture (albeit in the way) with more utilitarian labels. In addition, card stock is used to create stiffer signage so plastic sleeves aren't needed.

Examples of Instructional signage.

View from behind.

Examples of instructions, guides, and immediately important information.
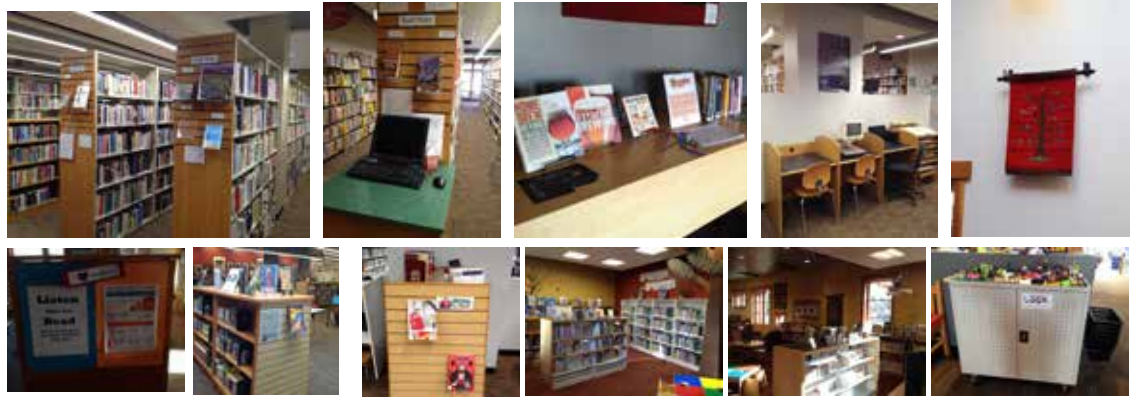
Examples of Storytelling (mostly featured books, but also playful children section installations & Lego display. Not pictured: The old Sandy Women's Club sign & entry ramp photography display, both examples of providing access points for Patrons to become more emotionally invested in the Libraries.

Storytelling with swag.

Library brochures for Digital Resources, Homework resources, and Library2go options. So much happening, the eye doesn't know how to approach a document like this, let alone quickly scan or read for information.
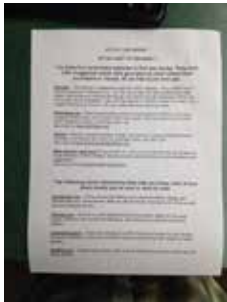
Examples of programs and services.
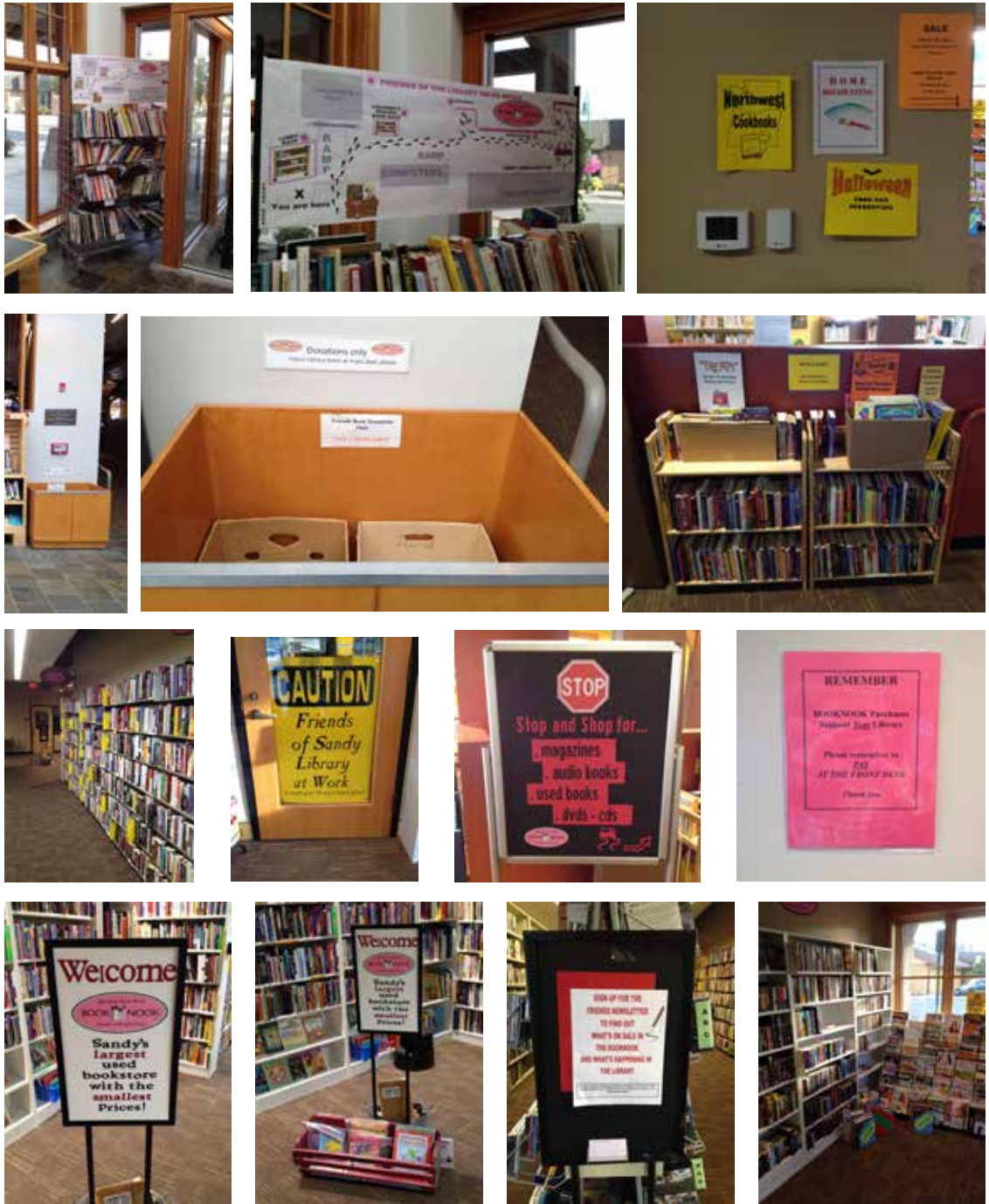
Examples of the Friends of the Sandy Public Library displays in the prime real estate (entryway) of the Library. In addition, displays on the ramp and at the front of the book nook specifically target young kids. This combination undermines the Library's efforts to be seen as an environment full of modern, current resources that are available for the public .

Two of about 4 or 5 book shares I saw around town— curious.

Sampling of competing or other voices in the Library.
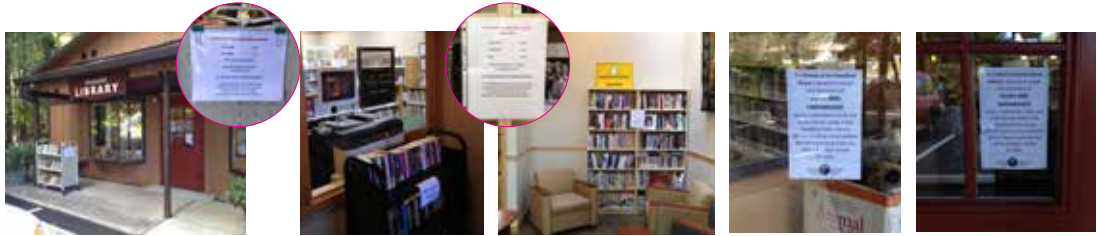
Examples of prime realty being used by the Friends of the Hoodland Library. Patrons (including kids discovering the Library) first impression on walking up to the library are second-hand books for sale. And again, just inside the door. And again, in the area designated for sitting, reading and relaxing, is an imposing shelf of more second-hand books for sale.

Library-branded window signs asking for donated media for the Friends of the Library. At a quick glance, 'Clean and Undamaged' are the two main takeaway words.
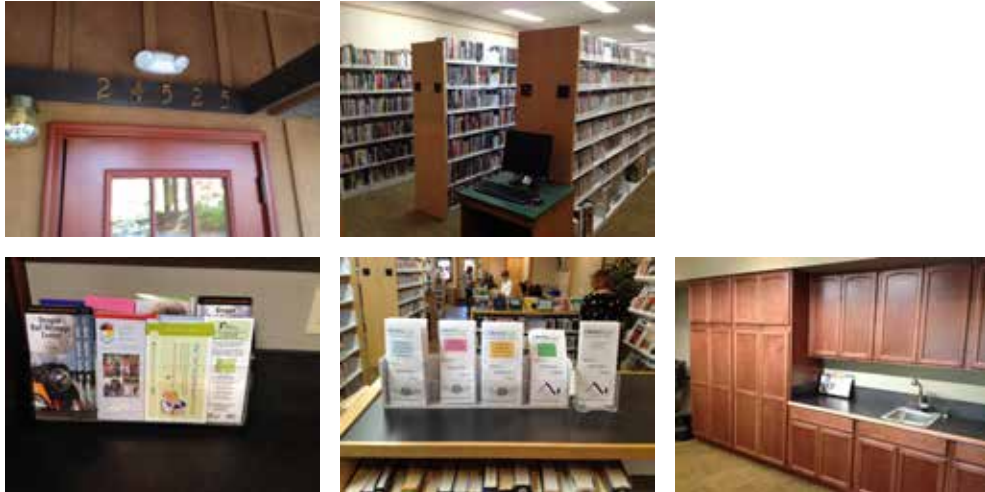
Examples of signage.

While white/empty space is important, these are examples of space available for potential storytelling at Hoodland.

Without consistency, Patrons don't know which signs are Library signs, or which is more likely to have an update worth reading

Consistent type, inconsistent size, color

Like the printed signage and assets at the Libraries, hierarchy is the largest missing factor to the web page.

Save 'Welcome' for intro paragraph. Title of page should just be 'Sandy Public Libraries' or 'Public Libraries'

Even slight browser adjustment (smaller) breaks page

Right floating column doesn't work right on mobile, and isn't styled well enough for use in browser. Lack of border or structure makes alignment feel messy.

Reads as header, not as a link. No context.

Service descriptions and logos have no context.

Text wrap makes visual columns disappear, looking unkempt

Improved hierarchy would allow both headers and dates to stand out, allowing content to be quickly scanned.

Additionally, wide columns and small type make reading more difficult. Design could be broken up into multiple columns for easier legibility.

Elements are inconsistent, with some crashing (missing padding)
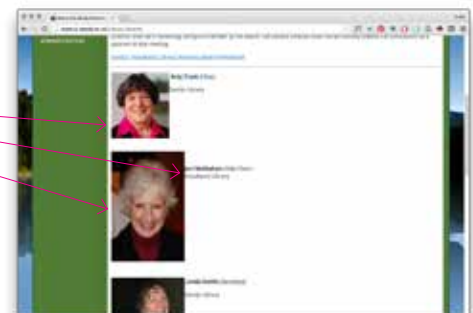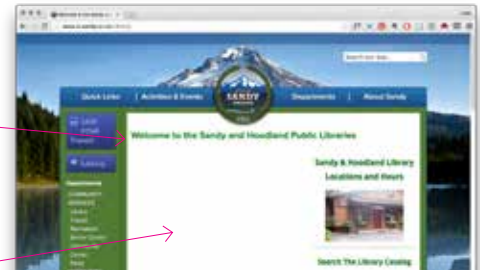
TRANSIT

Sandy Transit's SAM service is one of the more recognizable sub brands in the City of Sandy. The mark is big, bright and bold. People interact with this brand often, whether they are actually using the service, walking past branded bus stops, or driving alongside the branded buses which act as moving billboards.

Unfortunately, both the SAM mark (credited to Scott Lazenby?) and the STAR mark (designed internally via a contest) are far off-brand, aligning more with Sandy's previous Wild West theme. The SAM brand needs to be reigned in.

CHALLENGES:

· The department name (Sandy Transit) differs from its most popular service (SAM). Andi Howell pointed out this makes grant writing difficult, as 'Sandy Transit' is disassociated with the well-known SAM, and likewise SAM is disassociated with the City of Sandy.

· A large percentage of users don't realize that SAM (& STAR) are run by the City of Sandy, often associating them with Tri-Met (or the Mt. Hood Express)

· An even larger percentage of people don't know what services STAR provides, often seeing STAR as a service for only Senior Citizens & people with disabilities. This is reinforced by the many vehicles branded with STAR that are, more often than not, specifically designed for Senior Citizens and people with disabilities.

· Language: SAM is already a strong name, and citizens have bonded to it. The acronym includes 'Sandy', thus making it difficult to include a larger City of Sandy naming system. (i.e. 'City of Sandy SAM' doesn't make sense.) 'Metro' often refers to underground rail, or simply metropolitan. It also suggests a connection with Tri-Met. Used with 'Sandy Area' accurately describes the area covered, but somewhat de-emphasizing its City of Sandy connection.

GOALS

· Clarify Sandy Transit services as municipality-run, and reduce internal competition (multiple logos competing for attention i.e. SAM vs STAR)

· Unify the language to describe services, while creating a scalable system that differentiates routes (Gresham to Sandy, Hoodland to Sandy, Estacada to Sandy, STAR, and future options).

STORYTELLING

Opportunity for storytelling and getting the public interested: Digging through Sandy's history (thanks to books by the Sandy Historical Society and the Sandy Public Library) I came across a number of references to previous generation (or two) public transportation systems, suggesting the history behind SAM could also be tied to this rich heritage of regional transportation.

Additionally, an unofficial, patron-created book-share was found in the niche of one of the poles at the Transit Center's shelter, suggesting that there is a user need to be fulfilled, and an opportunity to install reading material at the Transit Center.

RECOMMENDATIONS

· Adhere strictly to the City of Sandy brand in admin and brochure assets.

· Refine the SAM mark as a symbol with an accompanying scalable system for distinguishing routes. The SAM symbol would align to the look and feel of the City of Sandy brand, and be a clear signifier for Sandy public transportation, adjoining route names and iconography for the growing number of SAM routes. The SAM symbol would be the service, and not the department.

- STAR's branding feels like an afterthought, separated from Sandy Transit, competing with SAM, and utilizing an acronym that feels forced and unintuitive. I recommend retiring the STAR brand, and instead adding the STAR service as an additional 'line' in the parent service's roster, i.e. the SAM Flyer, or the SAM Express.

- Possible naming conventions for the routes (to be further discussed):
  a) SAM Local, SAM Gresham, SAM Estacada, SAM Flyer
  b) SAM·L, SAM·G, SAM·E, SAM·Flyer
  c) or if unspecific destinations are in SAM's future: SAM·1, SAM·2
  Color coordinated iconography would help distinguish routes, although it would have to be resolved with the SAM passes, which also go by colors.

- Having Sandy Transit adhere to the City-wide brand, including the SAM symbol and naming convention system, will align the department and service to the City of Sandy. SAM will no longer be seen as a separate brand competing with the City or Department, but instead look like a service of the City. The department name 'Sandy Transit' will be prevalent on all assets.

- Language: When describing routes, putting Sandy as the destination (Gresham to Sandy as opposed to Sandy to Gresham) would reinforce Sandy as a destination, rather than a place of which to get out.

ASSETS

- Identity System (department-specific, using the City Brand templates)
- Additional departmental brand elements
  » SAM Symbol
  » Scalable route hierarchy system and guide
- Additional Printed Items (with applied City and Department Brand)
  » Route Map (diagram)
  » Bus stop signs and pole schedules
  » Tickets, Passes
- Vehicle artwork (keep the mountain, adjust the branding), with additional front-facing labels for easy identification from bus stops
- Marketing kit for ads (for Tri-Met, Mt. Hood Express)
- Transit Center storytelling signage
- Web pages cleaned up

The SAM mark is a busy logo, with color gradients that don't render well when small or in black & white, an outline stroke which impedes on the letter forms, and a type choice that aligns itself with older Wild West themes. The new SAM symbol would be simplified for use at small sizes, using typeface that adheres to the City Brand, and able to render all in one color (with the option to change that one color per route).

Competing or in-network marks.

Current Sandy Transit route map. In order to convey a lot of information, the map uses an excessive amount of colors, call-outs, and squeezed-in elements, creating a document that is very busy and unintuitive.

Monthly pass.

Signage for bus stop, transit station.

Amazing photographs of yesteryear transportation.

STAR vehicle.

Off-brand type.

SAM vehicle.

Not ideal visibility.

Ideal visibility.

SAM vehicle.

SAM vehicle.

Page title should be without slogan.

Alignment issues and needlessly shaded boxes makes page look unkempt, possible out-dated?

SAM mark looks poorly rendered.

User needs put below less-relevant information.

Online form isn't responsive.

Un-useful icons only busy navigation.

Links and icons turn into a messy jumble on mobile, with type crashing.

Alerts are buried in text.

Information is buried in large amounts of text that needs read. Clear hierarchy & organization promotes scanning for relevant information, making visits to the site streamlined and a positive user experience.

Large bold call-out attracts the eye to a very particular service, placed far away from relevant information.

Website issues

RECREATION, COMMUNITY CENTER, SENIOR CENTER, & PARKS

After meeting with Nancy Enabnit and discussing the various informal brands of Community Services, it makes sense that these departments adhere to the new City of Sandy brand.

CHALLENGES

- Cross-over between these four departments is often, making it segregation a sometimes needless effort. This includes both programming and locations of events.
- Content and new material is regularly produced with small production costs.
- Presentation is informal and friendly, but also very busy and often hard to sort through i.e. use of clip art, gradients, and regularly squeezing content in without allowing room to breathe.
- Trust & friendliness are key goals, as patrons tend to be youth and elderly, thus parents and caretakers need to trust the facility.
- Audience isn't always the most attentive, with classes for young kids or teens, programs for seniors with disabilities or poor eyesight, and busy working adults looking to find programming for kids or seniors.

RECOMMENDATIONS

- Adhere strictly to the City of Sandy brand in all assets.
- Ideally, these four departments would be grouped under a single department name (Community Services comes to mind, although on the website, that category includes Libraries and Transit. Parks & Recreation, or simply Parks. Or Recreation.). This would reduce competing logos and branding, focusing on simplifying hierarchy so that the programs and services stood out more than the department segregations and locations. If segregation is preferred, than each should follow the City Brand closely, using the City Mark and language (department name). If color ends up being a factor in department segregation, consider limiting the colors, for instance, Parks, Recreation and the Community Center could share a color, and Senior Services could have its own.
- Forms would adhere to the City's Form Strategy, focusing on consistency & usability.
- Templates to make production both cost & time effective— with a focus on clear hierarchy for quick scanning and comprehension.
- An icon set and/or guide to graphics (illustration & photography) to encourage on-brand and enticing designs and to reduce the need for clip-art or superfluous elements.

ASSETS

- Identity System (department-specific, using the City Brand templates)
- Additional Printed Items (with applied City and Department Brand)
  - » Senior Center brochure
  - » Nutrition Program brochure
  - » Community Center brochure?
- Forms (with applied City Form Strategy)
- Department brand elements (icon set and graphics guide)
- Recreation & Leisure Guide (template)
- Community Center sign (edit mark)
- Vehicle artwork
- Web updated

Current Sandy Recreation Department logo, credited to Nancy Enabnit, Community Center sign

Examples of Recreation & Leisure Guide & forms.

Examples of Senior Center publications.

Examples of park signage.

POLICE

After meeting with Kim Yamashita, I understand the Sandy Police Department has no direct requests or challenges concerning the re-brand. While the department's current system is relatively clean and straight forward, it does contain outdated City seals, competing Police insignia, and an overall look that doesn't reflect the City brand.

CHALLENGES

Department assets are inconsistent.

- Stationary and branded assets use an out-dated 2-color Centennial Seal and off-brand typefaces
- Sandy Police insignia, a symbol to quickly designate an official Sandy Police document, has two competing symbols (the badge and the shield)
- Forms vary widely in layout and usability (Citizen Comment form, Request For Services form, Ride-Along application, Alarm application)

RECOMMENDATIONS
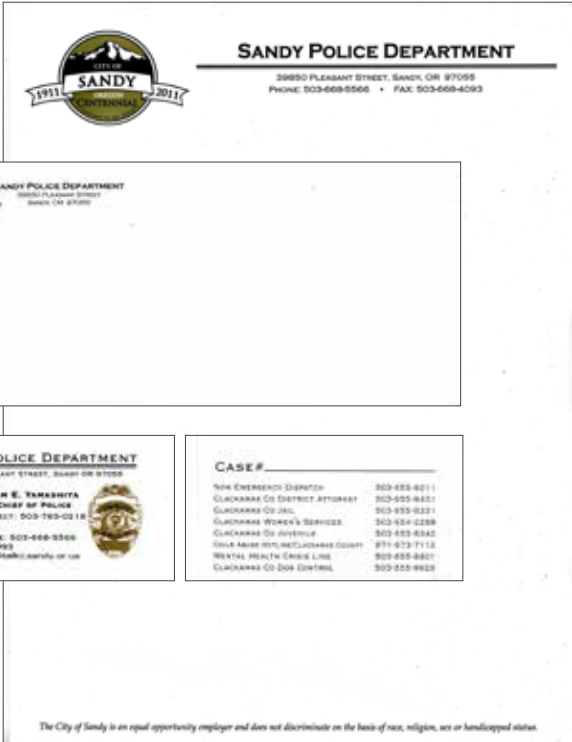
- Adhere strictly to the City of Sandy brand in all of their assets.
- Applications and pamphlets would adapt City templates, focusing on consistency to the look and layout.
- Forms would adhere to the Form Strategy, with clear instructions in case of emergency.
- If Police insignia is necessary or wanted, I recommend choosing one of the two directions (badge or shield) to refine so that it feels on-brand. The other would be retired.
- Guide for proper insignia usage
- Website: A re-organization of content on the website putting user needs first.

ASSETS

- Identity System (with applied City Brand)
- Additional standard printed assets (with applied City Brand)
  » Alarm info-sheet
- Forms (with applied Form Strategy)
  » Citizen Comment, Request for Services, Ride-along, Alarm Permit
- Web pages updated
- Police insignia (Badge or Shield) and user guide
- Policy Manual (low priority)

Competing Police insignia and out-dated 2-color Centennial Seal.

Examples of stationary, forms & info-sheets.

Important information such as office hours is buried in the text, making it difficult to find when scanning the page.

Text wrap and no vertical alignment makes this look messy— especially on mobile.

Department mission' is secondary information, and gets between the user and the info they are probably seeking, such as emergency contact information

Website issues

TIMELINE
& ESTIMATE

TIMELINE

Stage 1: The City Brand: 7-8 week development period

	My Focus	Weekly Meetings
Week 1	Explore options	Optional Review meeting
Week 2	Develop options	**Presentation 1:** City Mark options Preliminary brand systems **Due:** Choose a direction to develop
Week 3	Develop chosen direction	Presentation 2: City Mark refined Brand system
Week 4	Final edits on City Mark Develop brand system Typefaces, Colors	Presentation 3: Final City Mark Brand system refined (Typeface choices, Colors) Preliminary Stationary
Week 5	Solidify Typeface choices, color palette Expand stationary system Explore further brand expansion with Additional Printed Items (API)	Presentation 4: Final brand system Stationary refined Preliminary Additional Printed Items
Week 6	Refining brand details Trouble-shooting (Begin STAGE 2: Explore additional department elements & the wider brand)	Presentation 5: Final Identity system (business cards, stationary, envelopes) Additional Printed Items refined Newsletter Header
Week 7	Refining brand details Trouble-shooting, Brand Guide Finalize Additional Printed Items Newsletter Header	Presentation 6: Final Brochure strategy Final Newsletter Header
Week 8	Collecting the City Brand for final delivery	City Brand assets delivered Brand Guide (owners manual)

Stage 1.1: The City Seal, Slogan: 2-3 week development period

Week 1	Develop City Seal, potential Slogans	Presentation: Detailed pencil sketch of proposed City Seal City Slogans for review
Week 2	Flesh out the City Seal	**Presentation 1:** City Seal Final City Slogan options
Week 3	Refinements if necessary User's Guide	**Presentation 2:** Final delivery of Seal, User Guide

Stage 1.2: Website: 3-4 week development period

Minor updates on structure and (should be) basic brand implementation with EvoGov, plus the development of a guide for organizing Page Content developed alongside the 3-4 week Form development period.

Stage 1.3: Form Strategy: 3-4 week development period

Week 1	Work closely with applicable departments to locate the issues in Forms and process that create friction, and how to sync this process with the website	Presentation 1: Conclusions & proposed solutions
Week 2	Implement solutions to a variety of Forms	Presentation 2: Form strategy, range of templates to test for feedback
Week 3	Trouble shooting & refining Further syncing with the Website	Presentation 3: Finalized Forms templates
Week 4	Prepare to deliver (needs to be editable in Word?)	Due: Form templates in editable formats

STAGE 2: DEPARTMENTS

· Stage 2 is the implementation of the City Brand system developed in Stage 1, and expanding the language of the brand with specific department needs.

· I'd give each department 3–4 weeks for implementation & review, though the hours spent on each department will vary greatly (as reflected in the prices). Depending on which departments go through with additional design work, I would try to overlapping departments, working on 2–3 departments at a time.

· Departmental order is flexible. I foresee a heavier workload with Community Development (developing the Form Strategy), SandyNet (creating a competitive look), Libraries (developing the large hierarchy system), and Transit (with its need for route clarifications and info-graphic diagrams). These departments, would require a bit more time or less workflow overlap with other departments.

· Timelines reflect design process only. The research has already taken place with this analysis, and the production on items vary greatly.

· It also assumes 1 review meeting per week, with applicable departments tuning in to the meeting. Schedules and additional meetings could obviously affect timelines.

Suggested Schedule

City Brand
Admin
Public Works
Form Strategy
Community Development
Police
SandyNet
Libraries
Transit
Community Services

Wk 1 | Wk 2 | Wk 3 | Wk 4 | Wk 5 | Wk6 | Wk7 | Wk8 | Wk9 | Wk10 | Wk11 | Wk12 | Wk13 | Wk14
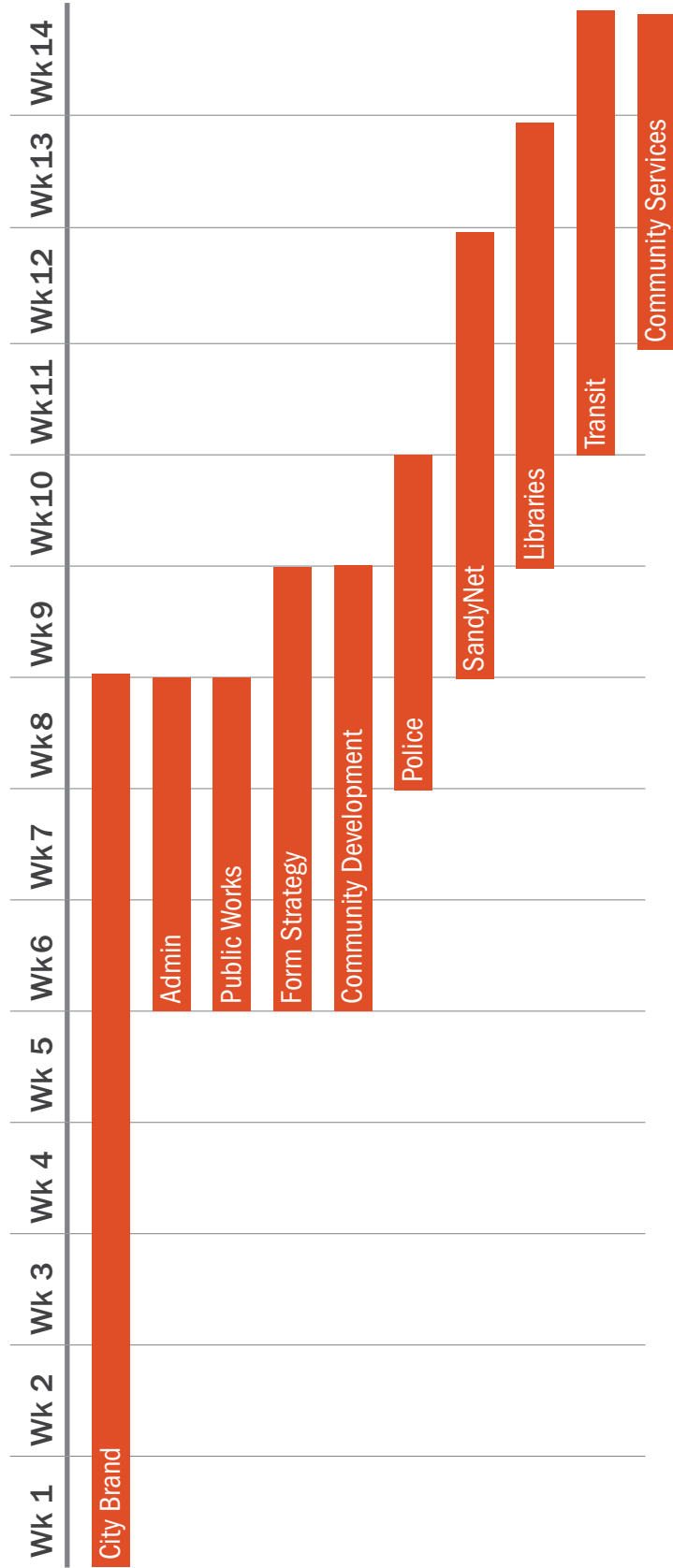
ESTIMATE

CITY BRAND

Mark exploration............................ $1,440

Brand System (refined Mark) $18,240

    Identity System (templates)

    Additional Printed Items (templates)

    Website updates

Form Strategy................................ $2,880

Subtotal **$22,560**

+ Seal.. $650

+ Slogan $1350

+ Social media $360

ADMINISTRATION

Identity system...............(incl. in City Brand)

Forms..................... (incl. in Form Strategy)

+ Utility Bill header $120

+ Newsletter....................................... $240

PUBLIC WORKS

Identity system...............(incl. in City Brand)

Forms..................... (incl. in Form Strategy)

Vehicles

Web clean-up

Subtotal **$940**

+ Drinking Water CC Report................... $180

COMMUNITY DEVELOPMENT

Identity system...............(incl. in City Brand)

Forms..................... (incl. in Form Strategy)

New Business Welcome Packet

Business Handbook

Web clean-up

Subtotal **$2,400**

+ Future ad campaign .... TBD

SANDYNET

Identity system...............(incl. in City Brand)

Dept. brand elements

    BG textures

    Graphics

    Language Guide

    Sandy Fiber symbol

Additional Printed Items (3)

    info-sheet, mailer, door hanger

Vehicle artwork

Website clean-up

Subtotal **$3,000**

ESTIMATE (continued)

SANDY PUBLIC LIBRARIES

Identity system...............(incl. in City Brand)

Dept. brand elements

    Hoodland Branch symbol

    Scale-able hierarchy system & guide

Additional Printed Items (8)

Newsletter

Social setup for Fb, Ig

Web clean-up

Subtotal $3,120

+ Advisory Board Handbook................... $240

SANDY TRANSIT

Identity system...............(incl. in City Brand)

Dept. brand elements

    SAM symbol

    Route hierarchy system

Additional Printed Items

    Route Map (brochure & diagram)

    Bus stops, pole schedules

    Tickets, Passes

Vehicle artwork/concepts

Web clean-up

Subtotal $3,840

+ Marketing kit $360

+ Transit Center storytelling signage......... TBD

RECREATION, COMMUNITY CENTER, SENIOR CENTER, & PARKS

Identity system...............(incl. in City Brand)

Dept. brand elements

Additional Printed Items

    Senior Center brochure

    Nutrition Program brochure

Recreation & Leisure Guide template

Community Center sign (edit mark)

Vehicle

Web clean-up

Subtotal $2,340

POLICE

Identity system...............(incl. in City Brand)

Additional Printed Items/Forms (5)

    Citizen Comment

    Request for Services

    Ride-along

    Alarm Permit

    Alarm info-sheet

Web clean-up

Subtotal $900

+ Police insignia (& user guide).............. $480

+ Policy Manual $240

Total...$39,100

This estimate reflects the cost of both design services and project managing for the City re-brand. Additional options that are less urgent, but may be desired down the road, have been marked with a plus (+) for your consideration. These additions have not been included in the final total. This total also does not include printing or licensing fees. Licensing fonts, photography, and icon sets for final projects would be discussed during the design process.

While this is a reasonable price— it is also a very *thorough* price. I made this estimate without a proposed budget, but with the understanding that this would be a conversation starter, allowing the City to know its options, my recommendations, and have a better idea of how to proceed. If there are areas of this project that seem too involved, I am happy to discuss further options, in order to accommodate the City's needs and budgets.

GENERAL NOTES ON MUNICIPALITY BRANDING

STICK WITH IT

For any major brand change, it is important to make the change and then stick with it, allowing time for the new system to become familiar with citizens. Change is often seen as an obstruction and hastily judged. But the changes were made with very good reason after careful research and much experience— given time, the change will prove fruitful.

NOT JUST A LOGO

The brand isn't simply a logo, but a system of visual cues and hierarchy systems that create foundation for communication and visibility. The choices made are not merely frosting or decoration, but tangible solutions that tackle problems identified and challenges known, such as competition with the private sector and improved accessibility to services.

FEEDBACK

'Too many cooks in the kitchen' is a common issue with municipality branding. This is why I urge a small, focused team on the City's end when discussing progress with the re-branding. Feedback is more useful early on in the process, such as the research and early concepting stages. During the research phase – that I have already completed with this analysis – I spoke both with the City and with community members and organizations such as SACC & Sandy Historical Society. And while there maybe a stage where further discussion can be useful in 'involving the community' (SACC mentioned wanting to be involved), there comes a point where the challenges and goals are known and can be directly addressed and tackled with professionalism and purpose by the designer and the City members involved.

THANK YOU

Thank you again for the opportunity to work with the City of Sandy, and your patience in my taking the time to put this together. The opportunities for Sandy's future are exciting, and I hope to be a part of it.

As far as availability is concerned, it's been quite the crazy past year, but my schedule will be open this late spring and summer, as my girlfriend and I are moving back to Oregon in May.

Please let me know if you have any immediate questions or concerns, and i look forward to speaking with you soon.

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