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Dear Members of the Board of Education,

This is real proposal to collaborate to build the Dayton Public Schools into an organization that projects confidence and strength with clear and quantifiable goals and objectives within a realistic proposed budget.

Dayton Pubic Schools: Brand Transformation Strategy

There is a wealth of achievement and excellence occurring within the Dayton Public School system, but nobody knows about it. The Next Wave can (or will) provide advice to the Dayton Public School Administration as how to best keep the community abreast of the growing accomplishments of the district, and the means to get that message to the masses. Additionally, because no district exists without challenges and controversy, we can assist with and manage communications in times of crisis.

Key to all aspects of our working relationship will be to portray the District in the best possible light and communicate in the most cost effective ways. We will provide creative services including branding, promotional material design, video production and advanced social media management including web development- using all the latest Web 2.0 tools available.

We believe we can create communication tools that reestablish pride in our neighborhood schools that will help build enrollment, entice and retain the best teachers, and improve the sense of achievement and self worth for Dayton students and teachers. Collateral benefits to a well-regarded public school system are increased property values, improved neighborhood relationships and civic pride that in turn leads to better economic development for the community.

Action Plan

- 1) Set aspirational objectives for the district that are clear and set targets for completion. A laptop for every student, free Sinclair for all graduates, or to be "job ready" upon graduation can go a long way to transforming the District. We would work with the Superintendent to develop strategies and time lines.
- 2) A key issue in Dayton is community schools. We need to build relationships between DPS buildings and the surrounding communities. We can do this utilizing the Internet, as well as making geographic areas part of brand. People want to live within walking distance of schools they feel connected to. The community school approach at Stivers and Horace Mann have already positively affected real estate transactions in those neighborhoods. We need to build outreach tools in the virtual and the real world. Individual school branding and messaging need to be formalized and managed: think of DPS as Procter & Gamble, and each school a different product. This collection of brands together can set Dayton apart, making it more attractive to forward thinking people who believe that one-size fits all is not an academic panacea. [Read more about a house of brands vs. a branded house.](#)
- 3) Athletics as a core value. With 15,000 students we need to assemble a more powerful representation for DPS than other communities. While rivalries like Thurgood Marshall vs. Dunbar are exciting, a more important athletic outlook should be DPS vs. the entire conference. Since we have a different set of circumstances than other districts, we should work at making our athletic programs the zenith of the region. Our city desperately needs something to cheer for, and if we can build athletics into a competitive advantage, we should. A focus on healthy bodies should be a key part of the District's objectives, including utilizing non-traditional body work like yoga, Pilates and Tai-Chi to bring forward-thinking focus to the District. Cost of implementing these programs would be minimal.
- 4) The DPS branding, with the "kindergarten landmark" needs to be revisited and updated. To be considered a real college preparatory brand shouldn't the image look similar to a University brand, instead of a pre-school? The tagline "Moving ahead" lacks excitement and enthusiasm, creating no true position that is tenable or realistic. Think of "Just do it" or "The Ultimate Driving Machine" and you quickly understand what an aspirational brand tagline is capable of.
- 5) The DPS website, is overly complex lacks focus. It currently "reads" like a tool for interoffice communication instead of an easy-to-navigate source for existing and potential parents and students. The first thing we teach clients is that websites are not about you, they are there to solve your customers' problems and answer questions. A total revision in approach and thinking about communication strategy via the web would be enormously beneficial to the



district. Incorporating RSS and community features can create a bond with constituents. Introducing blogging by key personnel can build relationships that are personal and valuable.

- 6) It is essential to involve faculty and students in the communication and brand-building process. Transformations like this can't be driven from the top down. We would build programs (from PowerPoint and video presentations, to worksheets and online communities) to impress the importance of investing in "DPS 2.0." Having a diploma from a struggling district is not as impressive as having one from a top-rated district. It is in everyone's best interest to have a district that is both proud and worthy.
- 7) Create effective outdoor, print, television and Internet advertising – for enrollment and attendance growth.
- 8) More effective, regular and persistent communication with local media outlets to provide feature coverage on achievements occurring within the district

Methodology

As a local provider of marketing and innovation services, we are a part of the community. We know the key people that we need to influence, we know whom to call to find resources and funding and conversely, we know those who are not friends to Dayton Public Schools. It's our job to do a better job of pushing positive news, better utilizing the media and keeping the public well-informed. We can monitor the pulse of the community because we are a part of the community.

As experts in Web 2.0 and social media and branding, we feel comfortable that we can achieve much of this by utilizing the Internet, but, we are also confident that good graphic design can help transform perception. Historically, bold imagery in propaganda has transformed entire nations, from the WPA campaigns in the 30's to WWII propaganda posters for Victory Gardens and Rosie the Riveter to the marketing of [Barack Obama's image by graphic designer Shepard Fairey](#). Providing a new brand and message that portrays Dayton as a strong underdog on a mission will go a long way to transforming DPS into what it wants to be.

Compensation:

We believe there is a lot of work to do, we also believe in providing tangible defined services for our tax dollars. Services will be provided at the following rates:

Video: location shooting \$150, in-house/editing \$125 (High Def)

Web programming: \$140 (writing of custom code)

Photography: in-house \$100, location \$150

Strategy: \$100

Copywriting: \$100 sr. \$75 jr.

Design: \$100 sr. \$75 jr.

Media planning: \$85

Website maintenance/management/PR: \$75

Account service: \$50

Intern: \$35

Large format poster printing on demand in-house: \$8 sq ft Paper only. \$10 sq ft mounted on foam core, \$12 specialty materials and gator board, \$15 sq ft outdoor materials.

Large format printing: done with 1-week turnaround \$2.50 sq. ft.

Typically we supplement our hourly rates with discounts for placing media (15%) and marking up printing an industry standard 20%. These generally do not end up costing you more since we are able to source both at a lower rate.

We supply updates on progress billing at any interval you choose, weekly, bi-weekly, monthly.

If DPS uses Federal money and needs to meet minority-contracting requirements: The Next Wave is a Service Disabled Veteran Owned Business, operating in a HUB zone and meets government qualifications as a Small business.

Retainer is \$2,500 per month with \$1,500 of it to be directed to services provided at the above rates. This amount is to be paid in advance of each month and will be considered a guaranteed minimum.



An additional investment of \$60,000 would be budgeted for the creation of all materials needed- from video, to brand realignment and web development.

We propose \$20,000 for printing of branding materials. We would probably be able to help the district achieve greater efficiency with their current printing budget to allow for additional deliverables.

We would like to see a minimum expenditure of \$50,000 in negotiated paid media to support enrollment and attendance drives and possibly a good news campaign. We will work with area media vendors and look for grants and co-op opportunities to deliver our new messages.

This contract can be performed over a period of 1 to 2 years, with a timeline established after initial sessions. One of our key value-adds for our clients is that we like to teach them how to do some of the work themselves. Most of our clients maintain their own website content and utilize standards manuals to deliver on-target branded messaging.

Legal Notices

Independent Contractor: The Next Wave is retained by DPS as stated in this agreement and is an independent contractor for services.

Personal Liability: No representative, agent or employee of The Next Wave or DPS shall have any personal liability to the other.

Good Faith: This is a good faith estimate based on our current understanding of client needs. Fees will not be incurred without clear estimates of scope of each project that has been negotiated and approved. Changes to projects in progress will obviously change the estimate. This is an open-ended collaborative contract framework for a complete brand overhaul.

Intellectual property: Unless otherwise set forth, and except for licensed works, all right, title, and interest in and to that portion of the deliverables that constitute text, graphics, and programming code, all final images displayed as a part of the deliverables, whether the same was initially created by DPS or The Next Wave shall be the property of DPS and DPS shall be the sole owner thereof. The Next Wave shall retain the right to display design examples for promotional purposes only.

Force Majeure: Except for the obligation to pay money properly due and owing, neither party shall be liable for any delay or failure in performance due to such acts of God, earthquake, labor disputes, shortage of supplies, riots, war, fire, epidemics, malfunctions, improper or incomplete delivery of information, computer viruses, interruption of service, damage to equipment, security difficulties or other cause beyond such party's reasonable control (including any mechanical, electronic, or communications failure, but excluding failure caused by a party's financial condition or negligence). The obligations and rights of the excused party shall be extended on a day-to-day basis for the time period equal to the period of the excusable delay.

Cancellation: If the project is cancelled by DPS at any time after acceptance of this agreement, DPS will compensate The Next Wave for fees and expenses incurred to that date, for any expenses paid in advance that can't be cancelled. Either party will have the right to terminate this agreement with thirty (30) days' advance written notice to the other party.

To engage The Next Wave to provide services for Brand Transformation of the Dayton Public Schools requires executing this agreement, with an initial three-month commitment (\$7,500 minimum). An analysis of current projects and a work schedule and budget within the proposed \$110,000 total (less media buy) will be completed in the first 30 days.

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Vitae

The Next Wave: Leaders in Web 2.0, digital video and guerrilla marketing, The Next Wave has been winning awards for outstanding creative work in Dayton since 1990. A full-service advertising agency, we specialize in working with underdogs. With a unique set of in-house skills for a small firm, we provide complete support to clients in Dayton, Chicago, Tampa and Jacksonville. Our website is one of the most popular agency websites in the area, thanks to its comprehensive listing of our competition:

http://www.thenextwave.biz/tnw/?page_id=49

The Next Wave makes our clients more money than they pay us.

Key Personnel/credentials:

David Esrati: Creative Director. Unconventional and built to stay that way. Started selling hi-fi at age 12, managing the store in the summers by age 16. Looking for challenges when he was 18 and not quite ready for college he became a member of the elite US Army Special Forces. Injured in training, he took temporary retirement, earned a degree in Marketing from Wright State in Dayton Ohio and rejoined SF in the reserves.

After working for some of the best branding shops in the area, he struck out on his own in 1988, buying and rehabbing an old corner grocery store in the South Park Historic District to become The Next Wave a full service advertising agency looking beyond yesterdays solutions to today's marketing problems.

David is a featured speaker at national conferences like Web Content 2007 in Chicago and DocTrain East 2008 in Boston, and works personally with powerhouse creative director, author and speaker, Sally Hogshead.

His "[Websitetology](#)" seminar has transformed the way clients have approached the web.

Adept at multi-tasking, David has mastered many projects single-handedly, but has enjoyed mentoring up and coming artists, writers and designers to finding their full potential.

His blog, www.esrati.com is read by over 15,000 unique visitors each month and considered one of the premier local blogs for discussion of political and social issues facing Dayton.

Allison McIntosh: Design Director. With a dual degree from Indiana Wesleyan in photography and graphic design and a background in medical marketing gained from 2 years in a Marietta OH agency that specialized in medical marketing, Allison is happy to do work that has nothing to do with hospitals. However, with her husband in medical school and her propensity to break her ankles (2 breaks in 2 years) she never seems to be far from a hospital no matter what we have her work on.

Allison grew up in Five Oaks, after spending her earliest years in China while her parents were doing missionary work. She is a graduate of Dayton Christian Schools.

Raj Singh: Resident code geek and itinerant graphic designer. With stints at multiple schools including a year at San Francisco's famed Academy of Art and a year at the much more affordable Wright State, he is facile with multiple programming tools including: HTML/CSS, ASP/VBScript, ActionScript, C Family, SQL, PHP, JavaScript/AJAX, MAXScript, Python and Pascal. He is also our resident 3-D graphics guru. In his spare time he is a musician, playing classical guitar and punk rock. He is a Beavercreek High School graduate.

Larkin Vonalt: Writer par none. As a veteran journalist, she was twice nominated for the Pulitzer Prize. The recipient of the 1998 Montana Arts Council Fellowship for Creative Non-Fiction, Larkin earned numerous awards, including the prestigious Silver Gavel Award for her work covering the criminal justice system. She has been recognized regularly by the Montana Newspaper Association for excellence in the areas of Community Service, Freedom of Information, feature writing, health care and sports. In addition, Larkin was the protégé of former US poet laureate Howard Nemerov, and she is currently at work on a book of essays. In 2007 Larkin and her family relocated in Dayton after an exhaustive nationwide search for the right public Performing Arts High School for their son, Julian, a gifted cellist. Stivers School for the Arts was a perfect match, and the family has happily resettled in their Dayton View neighborhood. Always active in her community, Larkin is inspired both by the challenges Dayton faces and the gritty "can-do" sense of spirit she has found in her new hometown.

Tim Stiffler-Dean: Web development and Social media connector/ Intern. Currently completing his degree in business administration with an emphasis in web development at Sinclair, he graduated from Trotwood Madison High School. Although he lives online, he has a passion for singing and is involved in many choirs at Sinclair and is the President of the Choral Music Association.

Alissa Evans: Design Intern. A super talented artist, over-achiever, Alissa has enough credits to have 2



degrees already at Sinclair, and is working on her Associate of Arts. Winner of the Vola J. Phelps Scholarship Competition, Deans list for 3+ years, she serves as the Secretary and Creative director for the Sinclair Community College AIGA student group. She did graduate from Oakwood High School, proving that she can complete studies at a school. Her interests are mostly found in the art supply section of any store and she deeply misses McCallisters.

Krista Sheehan: Administrative/organizational/bookkeeping guru/proofreader supreme. Highly overqualified with a degree in retail merchandising and marketing from Bradley University graduating with honors, she is currently studying nursing at Sinclair. A Chicago transplant, she is co-owner of RXHealthquotes.com an online health insurance company. We're not entirely sure why she works with us other than she likes the atmosphere and the company dog.

Transformational Case studies:

Mendelsons: The Next Wave took a big, dirty, retailer/liquidator of questionable repute offering minimal customer service and transformed it into a hip, cool place to go on a shopping safari. "The first place to look for every last thing" is not only a nod to the brand's heritage as a liquidator- but, because finding what you wanted in the giant store also required extra effort on the part of the consumer.

A complete transformational branding exercise, we introduced a new logo, tagline, brand voice and created a memorable television campaign that changed the way people thought of Mendelsons.

Pizza Factory: When Dayton's Original Pizza Factory came to South Park, the menu was on 2 different 2 sided letter-sized pages. When you cut the coupons out- you lost the menu. What began with a simple menu redesign to be more efficient, became a long relationship where a new brandmark was introduced as well as other value adding components like menu item tents- that help sell their gourmet pies to the pizza shy.

From the boxes to the t-shirts, we've helped Pizza Factory establish and maintain its brand leadership as gourmet pizza that helps the masses to "Liberate your self from Chain Pizza."

Las-stik: When Las-stik came to us it was a brand that had a heritage, but had lost it along the way. We helped rediscover the latent equity and reposition the product as a trusted brand with a storied past.

Re-engineering one of the old logos, incorporating the companies birth year in the logo and a retro package design helped customers rediscover dusting cloths before the Pledge spray on wipe off technology- and just before the debut of "Swifter."

Local references:

Bill Daniels, Dayton's Original Pizza Factory, 1101 Wayne Ave, Dayton OH 45410 937.224.4477

Karen Wick, Coco's Bistro, 515 Wayne Ave Dayton OH 45410 937.228.2626

Nicole Gianuglou, Preen Apothecary 2508 Far Hills Ave, Dayton OH 45419 937-293-1818

Jen Kuhn, The Power of Right, 425 Tanglewood Dr. Dayton OH 45440 937-241-4710

Client's include:

DeBartolo Sports University

Sally Hogshead/Hogshead Media

Premier Bariatrics

Dr. David Hopkins, WSU

Preen Apothecary

Gamine

Jenna Claire

Coco's Bistro

Pacesetter Painting

Dayton's Original Pizza Factory/South Park Tavern

Amelia's

Skin an Apothecary

Undercar Specialty Warehouse

Las-stik Manufacturing

Dayton Quest Center

Boost Skincare

The Power of Right

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