

Marina Coast Water District

**A Proposal for Public Relations
and Community Outreach Services**



SUBMITTED BY
RUNYON SALTZMAN
EINHORN, INC.

NOVEMBER 16, 2015

rse

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November 16, 2015

Jean Premutati
Marina Coast Water District
11 Reservation Road
Marina, CA 93933

Dear Ms. Premutati,

Thank you in advance for your consideration of Runyon Saltzman Einhorn, Inc. (RSE) for the consultant for the Marina Coast Water District (MCWD). The RSE team has a history of creating and producing public affairs and public outreach campaigns that produce results. Our history in this field gives us confidence in our ability to reach your constituents. RSE would take great pride in being selected to work with and for you on the scope of work outlined in your Request for Proposal (RFP).

Our seasoned process and strategic recommendations will provide a refreshed approach to the development of your strategic communications plan and provide the MCWD with steps for implementation. The digital strategy and development that we bring will enhance your capabilities and outreach to your community. Additionally, the RSE creative team is excited to develop future brand concepts and strategies, with the goal of achieving a more unified message to the public. Finally, our media team will be able to enhance the flow of communication and create positive opportunities in the media for MCWD.

As an official representative of RSE, who is authorized through resolution of our board of directors to bind our firm, I hereby confirm that RSE agrees to meet all the requirements, terms and conditions of this proposal.

We look forward to the next steps in your process.

Sincerely,

A handwritten signature in blue ink that reads "Chris S. Holben". The signature is fluid and cursive, with a long horizontal flourish at the end.

Christopher S. Holben
President

Project Approach

The need for an adequate water supply on the Monterey Peninsula has been a subject of public debate for more than sixty years. Dams have been proposed and voted down or failed due to lack of funding; desalination projects have been proposed—even approved—and never completed for a variety of reasons. Six special water districts including MCWD are charged with protecting and managing water resources for the benefit of the community and the environment.

The MCWD was created in 1960 to provide water to residents in the City of Marina. Five elected directors oversee a staff of 38 who provide 30,000 customers with high quality water, wastewater collection and conservation services in Marina and the community of Ord. The primary source of water supply is the Salinas Valley Groundwater Basin, which also provides water for the City of Salinas and the vibrant agricultural industry in the region. Salt water intrusion has been a major concern over the sustainability of the basin for decades, and in addition to the on-going devastating drought, has driven the need to identify additional sources of water supply for MCWD.

The simple geography of the Peninsula and Central Coast region has long elevated the dream of desalination as a primary resource to diversify water portfolios. However, cost, technology and environmental impacts have, to date, provided significant impediments to successfully mining potable water from the ocean. The MCWD has certainly experienced its share of frustration in pursuing a reliable desalination plant.

The MCWD came tantalizingly close to successfully operating a plant in 1996. However that experiment was short lived due to a variety of reasons including record rainfall in 1998, and the relative cost per acre foot of water at the time. Then, in 2002, Assembly Bill 1182 was passed mandating the California Public Utilities Commission (CPUC) conduct a review of alternative water supplies for the Monterey Peninsula, which eventually gave rise to the Regional Desalination Project (RDP).

The RDP, proposed by a partnership of MCWD, Monterey County Water Resources Agency (MCWRA) and the California American Water Company (Cal Am), was one of several proposals moving forward at the time. Cal Am was motivated to participate because environmentalists had been clamoring for years to reduce Cal Am's draws on the Carmel River to supply communities on the Peninsula.

After spending more than \$18 million to bring the RDP to service, the deal fell apart in 2011 amid conflict of interest accusations against a subcontractor hired by MCWD and has resulted in a number of lawsuits between the parties. Cal Am has since announced an independent project as has MCWD, which voted earlier this year to plan and build a desalination project. Unfortunately, as MCWD began to bring its project forward, it encountered withering criticism from Representative Sam Farr, who claimed the district had lost the support of the public.

As if water issues aren't complicated enough in California, all of this has played out against the backdrop of the geopolitics of the Peninsula. Marina is an ethnically-diverse community with an average household income below the norm in California, and most certainly below comparable cities nearby. Yet, Cal Am is currently testing wells in Marina for its desalination plant that will provide water to more affluent communities nearby, which most certainly gives rise to questions of social justice issues yet to be addressed.

The litigation surrounding the RDP has been well chronicled by local media. The MCWD has also come under media scrutiny for a number of other issues including the salary of the general manager, board dynamics and retention of key staff. This has necessitated the need for a strategic approach to communication to ensure MCWD is able to clearly and concisely deliver its messages to stakeholders and ratepayers to ensure they understand and appreciate the valuable services provided by the district.

Phase 1:

RSE has developed any number of strategic plans for clients facing similar challenges. In our experience, a thorough discovery process is essential to identifying needs, assessing opportunities, formulating strategies and crafting credible key messages. We propose the following discovery process:

- **Kick-off Meeting:** If selected, we will begin this project with a half-day kick off meeting to include key MCWD staff including the general manager, contract manager and senior leadership from RSE. The purpose of the meeting will be to conduct a thorough debrief, identify key milestones and agree on contract deliverables. We will also use this time to identify capabilities, roles and responsibilities for RSE and MCWD staff members.
- **Materials Audit:** A key element of the discovery process will include a thorough analysis of every tool used by MCWD to communicate with vendors, ratepayers, stakeholders, etc. to assess how key brand elements are being conveyed. The conclusion of the audit will result in a report to MCWD with recommendations for enhancing the branding elements. RSE has in-house designers and copywriters with the creative expertise to significantly elevate the brand. However, until the audit is complete, we are unable to identify specific collateral materials needed by the district and will provide a proposed budget with the recommendations at the conclusion of the audit.
- **Management Interviews:** RSE will conduct one-on-one interviews with key staff members and managers to assess the internal communications structure and the flow of information from frontline staff to managers, to leadership and vice versa.
- **Online Stakeholder Survey:** RSE will develop an online survey that will be sent to area stakeholders, elected officials and opinion leaders. The survey will test for awareness and attitudes about MCWD. We will rely on MCWD to provide a list of email addresses and contact information.
- **Ratepayer Survey (OPTIONAL):** Uncovering awareness and attitudes among ratepayers provides a basis from which to build a strategic communications plan, as well as benchmark data that can be used to measure future progress. A poll can provide benchmark data on attitudes held about MCWD relative to other districts and jurisdictions, and can also illuminate any differences in attitudes among residents of Ord vs. Marina. Just as importantly, polling will allow us to test message concepts that resonate most effectively, ensuring that MCWD's investment in communications is effective.

Working collaboratively with the MCWD, we propose to develop a high-level framework of findings and implications to share with those who attended the kick-off meeting to solicit reaction and feedback before crafting the draft strategic communications plan.

RSE will then use the information gathered from the discovery process and feedback from the MCWD to develop the strategic communications plan that will include goals, strategies, tactics, timing and budget. The strategic communications plan will address water rates, conservation, future supply and long range planning (See phase 3 of our proposed approach), ratepayer communications, emergency and crisis planning and employee communication. Our approach to developing the communications budget will be one of collaboration using MCWD staff resources wherever possible. The communications plan budget will include recommendations for paid media, development of advertisements, etc. that are not included in this proposal.

Phase 2:

Working closely with MCWD, we will develop a **technology plan** that clearly identifies an approach and strategy to build and improve the district's digital outreach, and position its initiatives in a positive light among ratepayers and other stakeholders.

Specifically, the technology plan will provide a roadmap to:

- Ensure ratepayer and stakeholder needs are being effectively met by the website and other digital media channels;
- Improve the accessibility of content on the website for all users;
- Make effective use of social media, email, blog and other channels to extend the reach of content published on the site;
- And provide a prioritized execution plan for moving forward.

As a first step in developing the technology plan, we will undertake an in-depth review of all MCWD's digital properties, including website, social media and email, as well as the benchmarks for success for each digital channel.

We will perform an analysis of MCWD's website statistics to identify the most important content, such as common user paths through the site and potential issues like bottlenecks and ineffective content. We will connect with key MCWD leadership and active site users, directly through in-person conversations or indirectly through surveys or other online feedback collection mechanisms.

We noticed that there is an existing desalination page – www.mcwd.org/desal.html – that is on an outdated website template but is accessible through search engines. We recommend disabling the previous version of the site.

Next, RSE will review current email and social media channels, key processes and performance measures. We will look at key indicators that can provide insight into the best way to increase your overall communications reach and impact. For example, it appears MCWD uses Constant Contact as an email-sending platform. We will review send schedules, open rates, click rates, and provide recommendations on A/B testing subject lines and content.

Taken together, all the information gathered in these audits provides a necessary foundation to develop a detailed technology implementation plan with achievable and measurable goals. We will produce a project implementation timeline that combines the capabilities of both of our teams.

The technology plan will serve as a roadmap to communicate directly with stakeholders and ratepayers. The development of the strategic communications plan will influence the content that is developed to distribute via the technology plan. In this day and age of communication, content is key. RSE will assist the MCWD to develop the following elements for distribution:

- Working with the production crew at the City of Marina, we will develop a series of short videos that tell the story of MCWD. These video segments will be hosted on the website, microsite and shared in social media.
- Infographics have become quite popular and our experience has shown they can significantly boost engagement. RSE will develop three infographics that will tell the MCWD story, especially as it relates to future and long-range planning initiatives (See phase 3 below).
- RSE will create a template and editorial calendar for a quarterly email newsletter that can be sent to stakeholders. MCWD staff will then be able to execute and distribute the emails following the editorial calendar and using the template.
- RSE will establish monthly social media calendars that identify posts, tweets, etc. for MCWD staff to implement. If MCWD lacks the staff or expertise to carry this out, RSE can either provide the training or carry out the management of the social media activity – this would be in addition to the proposed budget.
- Blogging is an essential activity to enhance the search engine optimization and deliver pertinent information to key audiences. RSE will collaborate with MCWD to develop monthly blog posts submitted by staff, board members and key influencers.

Phase 3:

The discovery process will help to more clearly identify issues and confusion among ratepayers and stakeholders related to diversifying the water supply on the Peninsula. In order to position MCWD as a leader in the effort, we recommend the development of a stand-alone brand for the MCWD future supply and long range planning initiative(s) to secure added sources of water – desalination, conservation, recycling, etc. This brand will include a name, logo and supporting materials that will communicate stewardship, transparency, sustainability and any other elements uncovered during discovery. While building strong equity in the initiative brand, we will also strategically tie it to the MCWD brand so ratepayers and stakeholders will associate the positive attributes to the district. RSE will create a name and logo, which will be presented in draft form to MCWD. Once concepts are finalized, we will build a stand-alone microsite that is linked to the MCWD website.

Phase 4:

RSE proposes implementation of a news bureau to both proactively distribute positive stories related MCWD, and to support it in the various legal and regulatory matters. RSE will draft MCWD news releases, fact sheet, media FAQ and advise the MCWD on reformatting the news section of the website. RSE will also be available to support the MCWD in crafting op-eds, letters-to-the-editor and arranging media and editorial board briefings as warranted. A strategic news bureau will better position MCWD to ensure its messages are delivered on a more consistent basis.

RSE has proposed an approach that addresses every element of the Scope of Services identified in Appendix A of the RFP. Our staff has the experience, expertise and drive to step in and assist MCWD navigate the many challenges that lie ahead. Our approach identifies four phases, many of which can be implemented simultaneously, so that we hit the ground running and provide the communications support the district requires.

Firm Qualifications and Experience

Runyon Saltzman Einhorn, Inc. (RSE) is the proposer. Our primary contact is **Scott Rose**, Principal and Public Affairs Director. His contact information is as follows:

2020 L Street, Suite 100 | Sacramento, CA 95811
916.446.9900 | srose@rs-e.com

RSE is a full-service, privately held corporation, founded by the late Jean Runyon in 1960. Based at 2020 L Street in midtown Sacramento, we currently employ 72 professionals. These include: account management staff, public relations and social media strategists, art directors, designers, writers, production, print, web, broadcast specialists, media planners and buyers, marketers, accounting and administrative staff.

Over the past 55 years, RSE has developed an exceptional marketing practice that serves the people of California through its work with several state agencies, numerous regional and local governments, and many private institutions. RSE has excelled with a wide range of accounts/client types, including utilities, state government, water and sewer districts, financial and educational institutions, a refrigerator recycler, nonprofits, a disabled veterans association, scientific ventures and entertainment venues. Public relations. Public affairs. Advertising. Digital strategy. Integration. Crisis communications. Website development. Political savvy. Issues awareness. Collectively, these skills distinguish RSE from its competitors.

Ours is one of the few full-service agencies in the state to boast such an arsenal of resources and experience under one roof. Why is this important? Because communicating with the public is not one dimensional. Often, a brilliant and effective public relations or advertising solution may open up the need to expand into other channels, and when that happens, we're able to respond quickly.

Our goal is to create and implement effective communications programs for clients while **1)** maintaining high standards of professional and ethical conduct; **2)** facilitating internal and external collaboration; **3)** being accountable for results; **4)** providing outstanding service; and **5)** controlling costs. We succeed in these endeavors by being a partner to our clients, understanding their goals and serving as an extension of their staff.



Public Relations/Media Relations

One of RSE's foremost strengths is the public and media relations expertise we provide for our clients. The agency has spent more than 50 years developing relationships with top tier writers, editors and public officials. Our relationships with energy and environmental reporters in California and beyond are especially robust. This is due to our current work for Sacramento Area Sewer District, JACO Environmental, Inc., Energy Upgrade California,[®] and our previous work with American Canyon and Westland's Water District.

RSE is a trusted resource to the media, and in fact, they call on us as much as we call on them.

The services we offer include:

- Developing/implementing strategic communications plans and brainstorming strategies,
- Communicating key messages to constituents,
- Web production and analysis,
- Developing and executing earned (and paid) media strategy for clients, based on a sound analysis of target audiences,
- Crafting key messages and analyzing the effectiveness and reach of those messages,
- Producing collateral materials including: press kits, press releases, executive profiles, fact sheets, company profiles, media alerts, corporate Q&As, FAQs and blog posts,
- Implementing campaigns with targeted appeal to the client's identified demographic,
- Planning and executing media events and press tours,
- Developing and maintaining earned and paid media databases,
- Monitoring media to stay on top of issues and trends relevant to our client needs and interests,
- Video production and editing.



Social Media/Digital Influence

RSE has a unique approach to blending traditional and digital channels to create an integrated and effective communications program. We develop social media outreach plans that increase message reach, build customer networks, and create maximum engagement on platforms including Facebook, Twitter, LinkedIn, YouTube, Vimeo and others. We are experts at the nuances of communicating through each social channel. We understand the importance of developing engaging content to create more interaction among target audiences. We also engage award-winning bloggers in specialized categories, like utility districts, to reach target populations with stories and articles that are informative and, more importantly, engaging. Our goal is to design and implement creative social media programs that garner attention and keep clients at the leading edge of innovation when connecting with consumers.



Public Affairs

The discipline of public affairs is built on understanding the confluence of media, stakeholder and government relations to affect the outcome of a government process. We've assembled a team whose members joined RSE after starting careers in journalism and government/politics and with diverse knowledge and experience in their respective fields.

RSE is adept at working from the bottom up as well as the top down. We distill the most complex issues into compelling arguments for constituents, elected and appointed officials, business leaders and key stakeholders. Moreover, our team has the capability and know-how to create salient messages, generate balanced media coverage and develop support for client issues. In short, RSE provides public outreach that produces results.

Advertising

We approach our work with a passion for developing ideas, strategies and opportunities that help our clients exceed expectations. We don't believe in the silver bullet approach. We believe results come from a well-crafted integration of insightfully strategic creative solutions, expertly planned and negotiated media placement, and innovative brand engagement opportunities rooted in research, experience, fact-finding and good old fashioned shoe leather. Whether you are looking to change behavior or perceptions, increase traffic or sales or introduce a new product or service, our multidisciplinary approach ensures your business receives the expertise and perspectives of many well-trained professionals with one goal in mind: your success.



Team Qualifications and Experience

SCOTT ROSE PRINCIPAL AND PUBLIC AFFAIRS DIRECTOR

Education

- University of California Berkeley, bachelor's degree, political economy of industrial societies

Professional Expertise

- Strategic Counsel
- Public Affairs
- Crisis Communications
- Public Speaking
- Media Training

Employment History

- Runyon Saltzman Einhorn, Inc., 1991-Present

Professional Affiliations and Memberships

- Board of Directors, California Conservation Corps Foundation
- Past Chair, March of Dimes Celebrity Chef Auction
- Past Chair, American Heart Association Heartwalk
- Former President, Land Park Community Association
- Former Board Member, Sacramento Area Commerce and Trade Organization (SACTO)
- Former Board Member, Boys & Girls Club of Greater Sacramento

Professional Background & Management History

Scott Rose joined RSE in 1991 and became a company shareholder in 1999, and is currently serving as the company's principal director of public affairs. Prior to that, he served three years as the district chief of staff to then California State Assembly member Rusty Areias (Salinas), who put him in charge of constituent and public relations, media relations, the coordination of outreach and special events planning.

Scott has devoted his career to harnessing the power of integrated communications to produce positive results for his clients. He has excelled in the area of branding, public affairs and managing complex communications efforts and crisis communications. This unique experience allows him to engage with clients, identify key communications challenges and then tap into the agency's creative talents to develop and implement campaigns that produce results.



His knowledge of public relations and public affairs has repeatedly been put to the test for a variety of clients, managing a thoughtful process customized to each of the unique needs of his clients. Scott has developed in-depth strategic campaigns for the City of Roseville, CityLinkLA (City of Los Angeles) and CalPERS. With a sleuth-like approach, he uncovers unique insights and harnesses the agency's creative abilities to capture and project a clients' brand in the most compelling ways. His clients include the Sacramento Area Sewer District, RegionalSan, California Mental Health Services Authority (CalMHSA), Lyon Real Estate, PrintrBot, the City of Roseville/Roseville Electric and numerous Sacramento region developers including Dixon Ranch, Mill Creek (both El Dorado County) and the Natomas Vision Area Landowners in Sacramento County. He also provides strategic thinking and oversees all agency public affairs projects/campaigns.

Account Work

Sacramento Area Sewer District

Scott was the principal-in-charge for a month's long research initiative, Customer Pulse, geared to identify industry best practices and to engage SASD customers to measure awareness levels and customer service expectations. He successfully coordinated four separate research projects and led the team that analyzed the results and provided recommendations to SASD, many of which have already been implemented.

CityLinkLA

The City of Los Angeles recently announced the launch of CityLinkLA, an ambitious effort to encourage private providers to wire the entire City with 1 Gb broadband. Under Scott's leadership, the RSE team engaged LA leaders, national experts in the field and community activists that drew broad local support and national media coverage resulting in strong interest from the private sector to participate in CityLinkLA.

WILL HOLBERT MEDIA RELATIONS MANAGER

Education

- University of Oregon, bachelor's degree in journalism with a minor in English

Professional Expertise

- Writing
- Public Relations
- Media Relations
- Crisis Communication
- Media Training

Employment History

- Runyon Saltzman Einhorn, Inc., 1998–Present
- The Grass Valley Union, 1990–1998



Professional Affiliations and Memberships

- Board of Directors, Rebuilding Together Sacramento
- Board of Directors, Foster Youth Education Fund
- Steering Committee, Breathe California of Sacramento-Emigrant Trails Hackademy Awards

Professional Background & Management History

As RSE's Media Relations Manager, Will Holbert is responsible for engaging news organizations to cover events, drafting a wide range of written materials and incorporating RSE client perspectives on trending news.

His news releases have generated coverage for agency clients in local, state, national and even international news mediums. In particular, he has had a hand in a number of RSE's higher-profile social marketing accounts, such as the California Mental Health Services Authority (CalMHSA). He has also led media relations outreach for private-sector clients, including SAFE Credit Union, The Niello Company and JACO Environmental Inc. His work has been recognized with numerous awards from the Sacramento Public Relations Association (SPRA).

Will worked for more than 10 years as a daily newspaper reporter before joining RSE's public relations team in May 1998 as a writer and media relations specialist.

Account Work

Energy Upgrade California

Will participated in news media engagement and community relations. The latter included outreach to CBOs to promote Energy Upgrade California events and its mission. He has also drafted press releases promoting several different energy-saving outreach efforts for the campaign.

JACO Environmental

Will has worked on the JACO account since RSE acquired it in 2001. Since then, he has drafted media materials, successfully earned media coverage of JACO events, and led teams in developing pitching strategies, events and story angles.

California Division of Boating and Waterways

Will has approximately three years of experience with special projects for the Division of Boating & Waterways, primarily with press release writing and media relations. This includes event organization and helping with media outreach for Wear Your Lifejacket to Work Day, and coordinating statewide media engagement for the Division's annual Dry Waters and Safe Boating Week campaigns.

ANNA PACILIO PUBLIC AFFAIRS ACCOUNT ASSISTANT

Education

- Sonoma State University, summa cum laude, bachelor's degree in communications and a focus in public relations

Professional Expertise

- Client Relations
- Strategic Management
- Research
- Public Affairs
- Crisis Communications

Employment History

- Runyon Saltzman Einhorn, Inc., 2015-Present
- Edelman, 2014
- KPG PR, 2013

Professional Affiliations and Memberships

- Metro EDGE
- Sacramento Public Relations Association
- Sigma Alpha Lambda - National Leadership and Honors Society

Professional Background & Management History

Anna joined RSE in January 2015, and has continued roles in public affairs work. Anna monitors various accounts, works closely with RSE's public relations team and assists in the coordination of research and public outreach campaigns. CityLinkLA, Sacramento Area Sewer District, Dixon Ranch, Mill Creek and First 5 Fresno are a few accounts that she has assisted in public relations, public affairs and public awareness campaigns.

Anna has also assisted with media trainings, website development coordination, creative trafficking, social media outreach and crisis communications monitoring.

Before becoming a part of the RSE team, Anna joined Edelman and quickly immersed herself in the day-to-day responsibilities of public affairs, crisis communications. Her work focused on Prop 26 (Plastic Bag) campaign, Kaiser Permanente and Sacramento County Water Resources. Anna proved her ability to meet deliverable dates, organize large-scale projects and perform well in crisis situations.

Account Work

Sacramento Area Sewer District

Anna worked diligently on this public awareness campaign designed to gauge the Customer Pulse of SASD customers. She monitored the campaign's daily tasks, and worked closely with the team to develop customer and general population surveys and identify SASD-specific awareness to generate a final in-depth report.



CityLinkLA

Anna provided day-to-day media reports and assisted in the management of CityLinkLA's public outreach, brand creation, website development and video production. Anna assisted in the writing and editing process of the "About CityLink" video produced in house. She also edited and distributed press materials, including a national press release, and managed media correspondence during press events.

First 5 Fresno County

Anna helps to ensure the timely delivery of campaign elements for First 5 Fresno County. She has been involved in developing a communications timeline, drafting survey questions and in-depth interview guides. She has attended focus groups with the RSE social marketing team to help guide First 5's new communications plan and develop key strategies.

CORTNEY CECCATO ACCOUNT ASSISTANT

Education

- University of the Pacific, cum laude with a bachelor's degree in communications, and a business minor

Professional Expertise

- Campaign Coordination
- Project Deliverables
- Client Relations
- Community Relations

Employment History

- Runyon Saltzman Einhorn, Inc., 2014-Present

Professional Affiliations and Memberships

- Metro EDGE

Professional Background & Management History

Cortney Ceccato joined RSE in 2014 and has contributed to a variety of advertising projects including JACO Environmental, Energy Upgrade California Ambassador Grant Program, Better Business Bureau and CalPERS.

Cortney assists in the day-to-day management of the above accounts, working closely with the creative and media teams to develop strategic campaigns and creative materials.

Prior to joining RSE, Cortney interned at a variety of Sacramento companies including the Center for Sacramento History, The Sacramento History Foundation, and KCRA Channel 3 News.



Account Work

JACO Environmental

As the account assistant for JACO, Cortney assists in the day-to-day management of nine of the 23 utilities that RSE manages. Day-to-day activities include attending client calls, developing and revising collateral items and tabulating the weekly unit count for all utilities.

Energy Upgrade California

Cortney also provides support to the day-to-day management of the Energy Upgrade CA Ambassador Outreach program. As a liaison between the ambassadors and the client, she conducts ambassador trainings, develops presentation materials, facilitates requests, fields questions and conducts in-field site visits. A main goal is to ensure all partner organizations adhere to the Energy Upgrade CA campaign messaging, statewide.

Better Business Bureau

Cortney helps to ensure the timely delivery of campaign elements for Better Business Bureau. She is involved in the coordination of trafficking creative pieces, and various other support functions.

JONATHAN BOLIVAR DIGITAL STRATEGIST

Education

- California State University at Chico, bachelor's degree, international relations with a minor in political science
- University of Southern California, master's degree, public administration

Professional Expertise

- Digital Advertising
- Website Development
- Social Media
- Email Marketing

Employment History

- Runyon Saltzman Einhorn, Inc., 2015-Present
- IDMLOCO, 2010-2015
- Office of the Lieutenant Governor of Hawaii, 2009-2010
- Office of the Lieutenant Governor of Texas, 2007-2009
- Wilson-Miller Communications, Inc., 2005-2007
- Assembly Fellowship Program, Center for California Studies, 2004-2005



Professional Background & Management History

For nearly a decade, Jonathan has specialized in digital communications by building, facilitating and managing the most effective online message delivery vehicles for public officials and clients.

Before becoming a part of the RSE team, Jonathan was the digital advertising director at IDMLOCO, which specializes in full-scale digital communications programs for a variety of public and private sector clients as well as non-profits. The agency provides an array of digital services for local, statewide and national campaigns, including social media, mobile, website, online advertising and app development.

Jonathan was responsible for managing the creative development, the buying process, and reports for all social and online advertising programs. In addition, he oversaw website development, email communications and social media engagement.

Previously, Jonathan worked with a number of government entities, including the California Delta Stewardship Council, to evaluate their existing site and social media channels. He has also built enhanced channels and outlets to cater to internal stakeholders and the general public. Jonathan held a variety of positions in state government including Jesse M. Unruh legislative assembly fellow, assistant press secretary for the lieutenant governor of Texas, and deputy communications director to the lieutenant governor of Hawaii.

KARLA FUNG SOCIAL MEDIA MANAGER

Education

- University of California at Davis, bachelor's degrees in communication and sociology

Professional Expertise

- Paid Social Media Campaigns
- Social Media Communications
- Social Media Trainings
- Community Management
- Online Promotions
- Social Media Crisis Preparedness
- Membership Development
- Advertising Sales

Employment History

- Runyon Saltzman Einhorn, Inc., 2010-Present
- Sacramento Asian Chamber of Commerce, 2008-2009
- Sacramento News & Review, 2007-2008



Professional Affiliations and Memberships

- Past President, Hollywood Park Neighborhood Association
- Planning Committee Member, Pacific Rim Street Fest

Professional Background & Management History

Karla joined RSE in 2010 and concentrates on developing RSE's social media programs for integrated campaigns that simultaneously pursue advertising, marketing and public relations objectives. She is a consumer of all new digital trends and stays on top of current events.

Karla works across public relations, advertising and interactive departments, focusing on creating, overseeing and implementing social media initiatives. She has launched numerous social media campaigns for clients. These range from nonprofit organizations to a professional football team. She has also worked on retail accounts such as DeVons Jewelers and The Niello Company (automotive), and statewide accounts like the Division of Boating and Waterways and the California State Fair. She also manages social media campaigns for the California Mental Health Services Authority's stigma and discrimination reduction campaign, and consults the California Department of Public Health's Nutrition Education and Obesity Prevention Branch (NEOPB) campaign. She recently launched a campaign on behalf of the German brewing company, ERDINGER Weisbräu for their non-alcoholic product roll out in the United States. In addition to handling RSE clients' social media needs, Karla conducts social media trainings for staff, clients and community organizations.

Prior to joining the RSE team, Karla was membership development manager at the Sacramento Asian Pacific Chamber of Commerce. She was also an advertising consultant to the Sacramento News & Review, where she spearheaded the newspaper's online and interactive initiatives. For the past eight years, Karla has served on the Pacific Rim Street Festival planning committee, which oversees the annual Pacific Rim Festival in Old Sacramento. In addition, she has served as the vice president and president of her neighborhood association in Sacramento and has been an active board member for four years.

Account Work

Energy Upgrade California

Karla oversees the community-based organizations (CBOs) social media related to the Energy Upgrade CA campaign, ensuring that they are all staying on message. She notifies the CBOs every week with new message points and supplies them tips to help engage their followers to save energy.

JACO Environmental

Karla is a vital member of the public relations team dedicated to JACO Environmental, a national appliance recycler. She creates public relations strategies for utilities across the United States, for over 23 utilities, to raise awareness of appliance recycling. She also creates social media message points for JACO's affiliated utilities to inform, promote, and engage in online communications with consumers.

**California Mental Health Services Authority
(Each Mind Matters, California's Mental Health Movement)**

Karla created the social media strategy for CalMHSA that helped to increase participation and empower the audience to speak up about mental health challenges. She developed crisis response protocols to better monitor and respond to sensitive posts.

STEVE FONG
CREATIVE DIRECTOR

Education

- The Art Center College of Design in Pasadena, bachelor's degree

Professional Expertise

- Art direction
- Design
- Copywriting
- Creative Direction
- Film Production

Employment History

- Runyon Saltzman Einhorn, Inc., 2011-Present
- Citizen Group, 2007-2011

Professional Background & Management History

Steve Fong became RSE's creative director in 2011. Overseeing all RSE creative projects, his time and talent have been especially important to the development of many of the agency's most successful campaigns including Western Health Advantage, California Community Colleges, SAFE Credit Union and Niello Automotive. Steve brings his extensive and diverse background to all RSE creative projects, and has also been the driving force behind new dynamic advertising campaigns. He has developed several social marketing and retail initiatives.

Prior to joining RSE, he was the associate creative director of Citizen Group, a San Francisco ad agency, group creative director for Foote Cone and Belding, a senior art director for BBDO Advertising in New York, and an art director at Chiat/Day Advertising in New York and San Francisco. He worked on numerous initiatives dealing with social change and emerging green technologies, including the World Wildlife Fund, the Breathe Project for the Heinz Endowments in Pittsburgh, as well as projects for Amnesty International, the Natural Resources Defense Council and the Center for Creative Land Recycling. Other clients Steve has worked with include Levis Jeans, General Electric, Reebok Athletics, Intel and the Fox Sports Network.

Steve designed a film/social media project for Amnesty International where filmmakers, literally around the world, contributed short video clips via social media that were edited together into a single, 20 minute film creating a unique user created experience.



Also for USA Network, Steve designed a social media campaign encouraging tolerance and acceptance among its viewers. Through an interactive website, viewers were able to add comments and pledges that were updated continuously and added to by the network's performers and producers.

Account Work

The California Nutrition Education and Obesity Prevention Branch

Steve has been leading the creative teams in developing targeted, emotional advertising across a wide range of media that encourages families to live more active and healthy lives.

The Department of Boating and Waterways

Steve has developed creative ways to encourage life jacket use among boaters through a variety of tactics including an interactive educational quiz and targeted video on social sharing sites.

California State Fair

Steve also led an innovative idea for the California State Fair that engaged both social media and traditional media into a single campaign. Visitors to the fair were able to post photos and videos of themselves, which were then integrated daily into the advertising on television, outdoor boards and digital banners.

LAURA BERRUEZO ART DIRECTOR

Education

- California State University, Sacramento, summa cum laude with bachelor's degrees in graphic design and Italian studies and a minor in marketing

Professional Expertise

- Art Direction
- Design

Employment History

- Runyon Saltzman Einhorn, Inc., 2012-Present

Professional Affiliations and Memberships

- Metro EDGE

Professional Background & Management History

Laura Berruezo joined RSE's Creative Services Department as an art director in 2012 with ten years of experience in graphic design and marketing in both agency and in-house environments. She is skilled in the design and project management of a variety of print and collateral materials and enjoys taking part in each stage of the design process, from strategic conceptualization through production.



Laura has worked on a variety of RSE campaigns including Web and print design for The Niello Company, JACO Environmental and the California State Fair. She also worked on NEOPB's Dr. Oz public service spot. Her current accounts are primarily Hank Fisher Properties, First 5 Sacramento, Yocha Dehe Winton Nation and Magilla Loans. Statewide public awareness initiatives on which she has worked include: California Office of Traffic Safety's Report Drunk Drivers, and Click It or Ticket campaigns; California Department of Transportation's Don't Trash California campaign, and the California Highway Patrol's Right Turn! campaign.

Account Work

Hank Fisher Senior Properties

Laura created a suite of advertising materials including new print ads, testimonial videos, direct mail and a website redesign.

Mill Creek

She also designed the website for the Mill Creek development project in Shingle Springs. Content and design focused on winning public support for the project.

First 5 Sacramento

Laura developed the "If My Mom Only Knew" campaign for First 5 Sacramento, in an effort to raise awareness of high infant death rates among African-American communities in Sacramento. Laura led the creative campaign that included an outdoor advertising ad, website development and social media videos.

MAUREEN OSUNA COPYWRITER

Education

- Wichita State University, bachelor's degree in communications
- California State University, Sacramento, bachelor of science

Professional Expertise

- Writing
- Advertising
- Marketing
- Project Management

Employment History

- Runyon Saltzman Einhorn, Inc., 2015-Present
- Connect Publications, 2004-2010
- Freelance Writer, 2002-2015
- Runyon Saltzman Einhorn, Inc., 1998-2002
- Freelance Writer, 1996-1998



- Borders Books & Music, Wichita KS, 1995-1996
- Sullivan Higdon & Sink, Wichita KS, 1994-1995

Professional Affiliations and Memberships

- American Association of Critical Care Nurses

Professional Background & Management History

As a copywriter with RSE, Maureen writes for a wide variety of agency clients ranging from banking to real estate development. Her ability to communicate complex ideas in an engaging manner stems from her ability to deftly identify key messages and convey them in a way which resonates with target audiences. As a writer, she draws upon a diverse background of experiences, which include project management, business ownership, website management, event planning, community relations and, of course, copywriting. Her award-winning work includes projects for the California Department of Health Services, The National Marfan Foundation, The California Student Aid Commission, and University of the Pacific.

Account Work

Tri Counties Bank

Maureen has been instrumental in writing direct mail, print and outdoor pieces.

The California Nutrition Education and Obesity Prevention Branch

Maureen is also involved in writing for an integrated, multi-media social marketing campaign. The creative assets involve digital, out-of-home, TV and radio.

Mill Creek

She also successfully wrote the copy for Mill Creek's website to garner public support for the proposed development.

KELLEY KENT MEDIA DIRECTOR

Education

- California Polytechnic State University, San Luis Obispo, bachelor's degree in advertising/public relations

Professional Expertise

- Media Supervision
- Strategic Planning
- Digital Media Buying
- Media Strategist
- Media Analysis

Employment History

- Runyon Saltzman Einhorn, Inc., 2009-Present
- Astone/Crocker/Flanagan, 2002-2009
- Media & More, 1992-1997

Professional Affiliations and Memberships

- Soroptimist International of Sacramento

Professional Background & Management History

Kelley Kent joined RSE in 2009, bringing with her more than 32 years of valuable advertising, marketing and media experience. She is widely known for her expertise in analyzing market trends, working with diverse target audiences and identifying the best possible placement of advertising time and space for her clients across all communication channels. She specializes in developing strategic media campaigns throughout the state, focusing on added-value media programs for clients that dramatically increase the exposure of their messages.

As RSE's media director, Kelley manages a staff of seven, offers training on media planning and buying throughout the agency and interacts with media representatives. She also represents the agency at industry functions.

For the past several years, she has analyzed media opportunities for the California Department of Public Health's Nutrition Education and Obesity Prevention campaign, and helped secure strong discounts and aggressive added-value packages. She recognizes the differences between the various cultures across the state and has vast experience using the correct mediums to speak to each ethnicity and gender.

Prior to joining RSE, Kelley was the media director for Astone/Crocker/Flanagan where she was responsible for planning and buying multimedia statewide campaigns for: Sacramento Air Quality Management District (AQMD), California Department of Consumer Affairs, Bureau of Automotive Repair; Contractors State License Board; California Department of Transportation (Slow for the Cone Zone) and California Highway Patrol. All of these efforts included paid schedules priced well below the market average and delivered substantial amounts of added value.



Account Work

California Department of Boating and Waterways

Kelley provides media oversight for this campaign. She also provides strategic planning and analysis for this campaign.

California Department of Public Health's Nutrition Education and Obesity Prevention Campaign

As the lead media strategist and planner for this account, Kelley ensures strategic planning of all media components and provides pre- and post-analysis of current campaigns.

First 5 Sacramento

Kelley also provides media strategy and planning for First 5 Sacramento. Her media strategy allows for a highly targeted multi-media campaign encouraging low-income African-American women in Sacramento County to seek available resources focused on healthier pregnancies and healthier babies. Media negotiations also included working with radio on-air personalities to be campaign spokespeople.

BETH SHAINI MEDIA SUPERVISOR

Education

- University of California at Santa Barbara, bachelor's degree in political science

Professional Expertise

- Strategic Planning
- Digital Media Strategist/Buyer
- Media Strategist
- Media Analysis

Employment History

- Runyon Saltzman Einhorn, Inc., 2011-Present
- Glass McClure, 2001-2011

Professional Affiliations and Memberships

- Midtown Business Association and the Sacramento Alliance of Women in Media

Professional Background & Management History

Beth Shaini's desire to make a difference in the world through advertising via social marketing is what led her to RSE. As media supervisor, her love of information and affinity for numbers, combined with creative thinking, has resulted in highly strategic and creative media plans that achieve results for agency clients. Her specific interest is in the digital world and in helping grow those digital advertising efforts for all clients.



As the lead planner/strategist for the California State Parks Division of Boating and Waterways, she has created strategic media campaigns throughout the state that utilize an array of mediums to promote campaign messaging and deliver heightened reach.

Prior to joining RSE, Beth spent 10 years as a media planner at Glass McClure, providing media strategy and plans for a number of California statewide campaigns, including the California Division of Boating and Waterways, Amtrak California and the California Bureau of Automotive Repair.

She is also the digital advertising specialist and lead media strategist/planner for the CalMHSA mental health campaign and the California Community Colleges I Can Afford College campaign.

Account Work

JACO Environmental

As the lead planner/strategist for JACO Environmental, she creates strategic media campaigns in regions throughout the nation to promote the recycling of second refrigerators in order to reduce the amount of energy being consumed on local power grids.

CalMHSA Mental Health Campaign

As the digital advertising specialist and lead media strategist/planner for the CalMHSA mental health campaign, Beth puts together strategic campaigns to maximize the message of mental health awareness.

CA Community Colleges - I Can Afford College

Beth is the lead media strategist and planner for this multimedia campaign. This campaign has an emphasis on digital advertising, focusing on hard to reach audiences.

Case Studies & References

Our approaches include strategic planning, public relations, social media, traditional and digital advertising, advocacy, peer group forums and special events. We form coalitions, we touch decision makers and we are confident we can improve communication efforts between Marina County Water District and its constituents.

Sacramento Sewer District (SASD)

Reference: Nicole Coleman, 916-876-6246, colemann@sacsewer.com

The Sacramento Area Sewer District is responsible for thousands of miles of sewer collection pipes in a region that serves one million people. Like so many utilities, SASD is focused on how best to serve its customers, conducting preventive maintenance to avoid problems and educating them to contact SASD as soon as a problem occurs. In either case, the district often needs access to a customer's yard in order to carry out the necessary work. In a commitment to maintaining top levels of customer service, SASD established a number of key performance indexes (KPI) against which it measures its performance. Recently, RSE was engaged to conduct a comprehensive assessment of the SASD brand, customer expectations, and communication best practices among utilities and assess the relevance of the KPIs. The agency was also asked to develop a series of key findings and recommendations based on its assessment.

RSE implemented a four-phased research approach that provided invaluable consumer insights.

The communication field is rapidly changing and SASD was eager to learn how it stacked up against other sewer districts and utilities in identifying and adopting best practices. The RSE team identified approximately ten organizations consisting of sewer districts, water districts, cable companies and electricity providers, and interviewed the appropriate person in each organization to learn about their customer engagement practices.

The RSE team then conducted qualitative testing with two focus groups. The first, consisting of homeowners who recently required a utility to conduct work on their property and the second, were customers of SASD who had recently had the district conduct work on their property. Each group discussed the general satisfaction of the work, the customer service experience and preferences for communication if access is required to their property.

Building on what was learned in the first two phases, RSE then crafted a comprehensive telephone survey that was administered to 400 homeowners within the SASD boundaries. We were able to gather data on communication preferences, awareness of SASD, service expectations as well as who they would likely call if they experienced a sewer back-up.

Lastly, the general population survey was slightly adapted and administered to 100 SASD customers who had recently experienced a sewer back-up that was repaired by SASD. This last phase was intended to provide quantitative data that could be compared to the general population to identify changes, good or bad, in customer perceptions after an encounter with SASD.

The project provided SASD with a wealth of information about their customers that will guide the district in its business practices and customer service decisions for years to come. RSE identified a number of key observations from the data and recommendations that SASD is prioritizing and implementing.

City of American Canyon

Reference: Rich Ramirez, 916-769-7598, rramirez.2009@gmail.com

The City of American Canyon is a full-service city that operates its own water and waste water treatment and distribution systems. Both of which were in dire need of upgrades and expansion to keep pace with the growth of the city. In addition, American Canyon relies primarily on the State Water Project for its supply and was in desperate need to diversify its supply. City leaders confronted all of this in the face of structural budget deficits.

The City of American Canyon retained RSE to provide contract public information services to the city on a number of efforts. Over the course of the relationship, our firm was at the forefront in assisting the city to engage its multi-cultural residents and key stakeholders to understand the need to invest in water and wastewater plants and to close a chronic structural budget deficit.

To engage residents in a dialogue about the ailing infrastructure, the city created a citizen's advisory group, the Blue Ribbon Committee on Water Resources that systematically analyzed every element of the south Napa County water system.

The Blue Ribbon Committee on Water Resources proved to be an important tool in the education effort because it was able to study this complex issue in more manageable increments. This provided RSE with the information we needed to convincingly reach out to the community.

We used multiple mediums to communicate the city's case to invest more than \$100 million in its aging water and wastewater treatment and distribution facilities. Just as importantly, it was essential to educate residents early to prevent misinformation from hardening into the basis of an opposition movement. To accomplish these aims, the campaign relied on precise and accurate messaging, aggressive and sustained media outreach, multiple community meetings, and fact sheets that were written in English, Spanish and Tagalog. At the end of a respectful and balanced council meeting, the city agreed to adopt substantial rate increases that survived the necessary rigors of a Proposition 218 campaign implemented by RSE.

Faced with the on-going severe drought and the city's drastically-reduced allotment of water from the State Water Project, RSE worked with staff to develop a theme and campaign for a water conservation outreach and education effort. The theme line, *American Canyon Can*, served as a rallying cry to encourage conservation and appeared on literature distributed through the community including posters and newspapers ads.

Like so many municipalities throughout California and the nation, the City of American Canyon was deeply affected by the recent recession and in 2010 faced a structural budget deficit of more than \$1.6 million. Prudently, the city reduced certain services and improved efficiencies wherever possible. However, that wasn't enough to erase the budget deficit leaving residents and business owners with the tough choice of further cuts to essential services or identifying sources of added revenue for the city. Measures E (increase in transient occupancy tax) and F (\$2 surcharge on admissions to card room) were placed before the voters in November of 2010.

RSE developed and implemented a comprehensive public outreach effort to ensure residents and business owners understood the two measures and the choices before them. Voters overwhelmingly passed both measures – Measure E by 78% and Measure F by 74%.

City of Roseville

Reference: Megan MacPherson, 916-774-5455, mmacpherson@roseville.ca.us

Roseville is a full-service city with numerous communications needs and audiences. Faced with a dynamic and ever-changing communications landscape, the city selected RSE through a competitive process to chart its future course through the development of a comprehensive strategic communications plan encompassing every touch point with the many audiences. RSE was also charged with making recommendations on staffing to ensure resources were in place and in the appropriate departments to support an aggressive communications approach.

Our work began with an extensive discovery process, interviewing members of the city council and every department director; conducted focus groups with city staff, neighborhood leaders and business owners, who identified best practices among other jurisdictions. Our digital team completed a website audit, literature review, and conducted an online survey among residents. With this data, RSE was able to identify communication gaps and staffing needs to be addressed in the strategic communications plan. The agency worked with the city to develop a framework for the plan which was shared with department leaders and other key city employees, who provided invaluable feedback.

The final step in the strategic plan included an exhaustive implementation process that identified individual steps and policies to ensure communication with the city's constituents was clear, consistent and timely.

Westlands Water District

Westlands Water District is the largest agricultural water district in the United States, made up of more than 1,000 square miles of prime farmland in western Fresno and Kings counties. Westlands has federal contracts to provide water to 700 family-owned farms that average 875 acres in size, producing more than 60 different high-quality commercial food and fiber crops sold for the fresh, dry, canned and frozen food markets, domestically and abroad.

Westlands growers produce an average of more than \$1 billion worth of food and fiber every year, generating approximately \$3.5 billion in farm-related economic activities for surrounding communities. The communities in and near Westlands's boundaries include Mendota, Five Points, Huron, Tranquility, Firebaugh, Three Rocks, Cantua Creek, Helm, San Joaquin, Kerman, Lemoore and Coalinga.

RSE was engaged by the water district last year to revamp its primary method of communications, the website. Our first mission was to determine how decades of legal and political wrangling have impacted the image of the district and to get at that, RSE implemented a multi-pronged discovery process. Our team analyzed media coverage, social media conversations and conducted our own informal online research project, which showed disparate and distinct views of the district.

Based on this analysis, we were able to share with the district where gaps existed in terms of the reality of their operations versus opinions held by various audiences. This structure guided the development of messaging moving forward.

With the message matrix established, RSE then went about completely rebuilding the website starting with a new URL. Research indicated that the Westlands Water District was a subsidiary of the state rather than a private organization (research also indicated this was not well communicated). The site featured an emphasis on environmental stewardship in the way it was structured, written and designed.

Once the site was launched, the district received rave reviews from users and stakeholders.

Creative Samples

» *Please reference Appendix A, page 34.*

Cost Proposal

RSE has developed a Project Approach that addresses the activities identified in the Scope of Services. We would like to stress the following Cost Proposal and timeline has been completed before the development of the strategic communications plan which will most assuredly affect our proposed allocation of staff resources and funding.

The draft budget is based on time and materials calculated using the following hourly rates by staff classification and estimating the staff hours required to complete tasks. It should be noted that **RSE has offered hourly rates that have been substantially discounted** from our normal rates.

We look forward to engaging with the MCWD staff to identify communications priorities and adjusting resources and budgets as warranted.

Function	Proposed MCWD Rates
Principal In Charge	250.00
Social Marketing Director	200.00
Associate Social Marketing Director	200.00
Strategic Counsel	250.00
Managing Director, Southern California	200.00
Account Supervisor	165.00
Account Manager	150.00
Account Assistant	100.00
Public Relations Supervisor	165.00
Public Relations Manager	150.00
Public Relations Assistant	100.00
Social Media Manager	150.00
Social Media Assistant	100.00
Budget Manager	75.00
Media Director	200.00
Senior Media Planner	150.00
Senior Media Buyer	150.00
Media Buyer	150.00
Media Assistant	100.00
Contract Administrator	160.00
Creative Director	215.00
Digital Strategist	150.00
Senior Art Director	150.00
Senior Designer	150.00
Art Director	150.00
Producer/Writer	100.00
Video Production	100.00
Production Artist	100.00
Copywriter	100.00
Assistant Producer	100.00
Production Director	165.00
Production Manager	75.00
Traffic Manager	75.00
Interactive Media Manager	150.00
Executive Assistant	75.00
Administrative Assistant	75.00
Controller	200.00
Accounting Manager	100.00
Accounting Assistant	75.00
Intern	50.00

Budget and Timeline

Activity	Timing												Est. Cost	
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec
Phase 1 -- Strategic Communication Plan Development														
Kick-off meeting preparation	X													\$1,200
Conduct kick-off meeting (3 RSE staff)		X												\$4,500
Kick-off meeting conference report		X												\$600
Conduct MCWD materials audit		X												\$1,200
Prepare materials audit report/recommendations			X											\$1,800
Develop MCWD management interview guide			X											\$750
Conduct management interviews (6)			X											\$1,750
Document management interviews			X											\$900
Develop online survey tool for stakeholders			X											\$1,000
Distribute emails/link to stakeholders				X										\$800
Analyze online survey data				X										\$1,400
Document online survey				X										\$800
*Review draft ratepayer survey tool		X												\$1,200
*Review ratepayer survey tool w/ MCWD			X											\$1,100
*Analyze ratepayer survey			X	X										\$2,000
Develop communication plan framework					X									\$2,100
MCWD meeting to discuss framework plan					X									\$3,000
Craft strategic communication plan					X									\$6,600
Coordinate MCWD edits to comm. plan					X									\$1,800
Phase 1 project management and implementation	X	X	X	X	X									\$4,500
*Ratepayer survey vendor														\$15,000
Phase 1 out-of-pocket expenses														\$1,500
Phase 1 Subtotal														\$55,500
* Optional activity. If MCWD decided not to conduct a survey, this item will be deducted from proposed RSE budget.														
Phase 2 -- Technology Plan														
Review all MCWD digital properties		X												\$1,600
Website analysis		X												\$1,500
Review email and social media channels		X												\$1,200
Develop detailed technology plan		X	X											\$3,750
Develop scripts for videos - 3				X										\$2,500
Oversee/coordinate production of video				X	X									\$3,800
Develop creative brief for 3 infographics				X										\$900
Infographic concept development					X									\$6,500
Present concepts to MCWD					X									\$750
Refine and finalize infographics						X								\$1,500
Email template development					X									\$1,800
Email editorial calendar development					X									\$2,500
Present email plan to MCWD			X											\$900
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Establish monthly social media calendar - 7					X	X	X	X	X	X	X	X	X	\$6,000
Collaborate with MCWD to develop blog content						X	X	X	X	X	X	X	X	\$2,800
Phase 2 project management and implementation	X	X	X	X	X	X	X	X	X	X	X	X	X	\$2,500
Phase 2 out-of-pocket expenses														\$500
Phase 2 subtotal														\$41,000
Phase 3 -- Brand Future Supply and Long Range Planning Initiative(s)														
Collaborate with MCWD to identify initiatives		X												\$3,600
Develop list of possible names			X											\$6,500
Present list of names to MCWD			X											\$1,500
Develop graphic logos to accompany name				X										\$7,000
Present initial logos to MCWD				X										\$900
Finalize name and logo				X										\$1,500
Conduct initial trademark research				X										\$1,000

Activity	Timing												Est. Cost	
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec
Develop microsite framework					X									\$2,500
Secure appropriate URL for microsite					X									\$500
Discuss microsite framework w/ MCWD					X									\$650
Draft copy for microsite					X	X								\$3,000
Incorporate MCWD edits to copy						X								\$800
Design/build microsite						X	X							\$5,000
Edit microsite per MCWD							X							\$1,100
Phase 3 project management and implementation		X	X	X	X	X	X	X	X	X	X	X	X	\$6,150
Phase 3 out-of-pocket expenses														\$1,650
Phase 3 subtotal														\$43,350
Phase 4 -- News Bureau														
Draft news release			X											\$1,800
Draft fact sheet			X											\$1,450
Draft op-ed			X											\$2,400
Incorporate MCWD feedback on materials			X											\$800
Identify MCWD spokespeople			X											\$750
Develop media list			X											\$1,300
Arrange deskside briefings for key reporters								TBD						\$5,100
Advise MCWD on posting media materials on website				X										\$1,900
Support MCWD staff and team as warranted	X	X	X	X	X	X	X	X	X	X	X	X	X	TBD
Phase 4 project management and implementation	X	X	X	X	X	X	X	X	X	X	X	X	X	\$5,500
Phase 4 out-of-pocket expenses														\$900
Phase 4 subtotal														\$21,900
TOTAL														\$161,750

Availability

RSE is a full-service agency with the capacity to attend to the deliverables and proposed scope of work of each client they serve. Our fully integrated firm allows us to tackle items in-house and respond to all needs in a timely manner. RSE is fully capable of handling the proposed scope of work on behalf of the Marina Coast Water District.

Appendix A

Creative Samples

CITYLINKLA

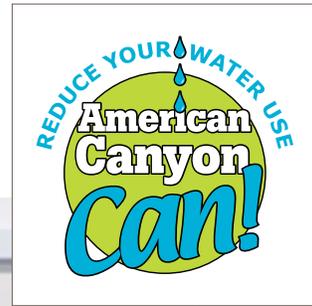
Logo, Website Design and Video Production

[› Watch Video](#)



CITY OF AMERICAN CANYON

Logo and Print Ads



EFD CORP.

Logo, Website Design and Video Production

Distillation Process:

[› Watch Video](#)

Process Illustration Test:

[› Watch Video](#)



DIXON RANCH

Brochure



Dixon Ranch Provides a Unique Solution

Imagine an entire community of homes planned and constructed to accommodate people of all ages and abilities. A place where generations can live together, share the same spaces, and enjoy the same amenities. This is the vision for Dixon Ranch, a place for all generations.

It Plans for All Generations will be a community where people of all ages and abilities can live together, share the same spaces, and enjoy the same amenities. This is the vision for Dixon Ranch, a place for all generations.

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It Plans for All Generations will be a community where people of all ages and abilities can live together, share the same spaces, and enjoy the same amenities. This is the vision for Dixon Ranch, a place for all generations.

The Vision

Dixon Ranch is a community where generations of families can live together or visit to walk because the same amenities have been planned and constructed with the idea that people should be able to age in place, if they choose, enjoying a part of the same community in which they spent their childhood years and adult years. From the moment a person enters a community, they are surrounded by amenities that support their needs and desires. From the moment a person enters a community, they are surrounded by amenities that support their needs and desires. From the moment a person enters a community, they are surrounded by amenities that support their needs and desires.

The Setting

AN AMBITIOUS PLAN FOR GRANDCHILDREN

The plan for Dixon Ranch is a bold and ambitious one. It is a plan that recognizes the need for a community that can accommodate people of all ages and abilities. It is a plan that recognizes the need for a community that can accommodate people of all ages and abilities. It is a plan that recognizes the need for a community that can accommodate people of all ages and abilities.

The Plan

The plan for Dixon Ranch is a bold and ambitious one. It is a plan that recognizes the need for a community that can accommodate people of all ages and abilities. It is a plan that recognizes the need for a community that can accommodate people of all ages and abilities. It is a plan that recognizes the need for a community that can accommodate people of all ages and abilities.

Green Space and Parks	30%
Open Space	15%
Public Space	10%
Green Space and Parks	30%
Open Space	15%
Public Space	10%

Dixon Ranch

Dixon Ranch is designed, and homes are planned, to encourage and facilitate aging in place, allowing people to remain in the community where they have lived their lives. This is the vision for Dixon Ranch, a place for all generations.

INDIVIDUAL BENEFITS

- 1. Reduced energy costs and lower utility bills.
- 2. Stay in place and enjoy the same amenities and services in a comfortable and familiar environment.
- 3. Continued to enjoy a high quality of life and maintain independence.
- 4. Reduced the need for family care, nursing homes, and other long-term care facilities.
- 5. A place where generations can live together and enjoy the same amenities.

COMMUNITY WIDE BENEFITS

- 1. Reduced the need for family care, nursing homes, and other long-term care facilities.
- 2. Reduced the need for family care, nursing homes, and other long-term care facilities.
- 3. Reduced the need for family care, nursing homes, and other long-term care facilities.
- 4. Reduced the need for family care, nursing homes, and other long-term care facilities.
- 5. Reduced the need for family care, nursing homes, and other long-term care facilities.

TWO RIVERS DEMOLITION

Sample Press Release

Sacramento Firm Nominated for Best Demolition Work in The World

Two Rivers Demolition Beat Impossible Odds Extracting Glass Factory Furnace

SACRAMENTO, Calif. Oct. 27, 2015 — The surgical removal of a five-story furnace inside a working glass factory on time, on budget and without a single injury has landed California contractor Two Rivers Demolition on the short list of 51 firms being considered for a World Demolition Award next month.

Only four hail from the U.S., and Two Rivers, from Sacramento, is the sole American contestant among six international companies vying for the top award in the Industrial Demolition category, one of 11 award categories. For Two Rivers, winning that award Nov. 6 in Amsterdam will be icing on the cake for successfully completing a job of epic proportions in terms of difficulty, deadline and danger: Gallo Glass Furnace No. 2.

Founded 20 years ago, Two Rivers considers industrial demolition as among several specialty areas. The company has extensive experience in all types of demolition, including remediation, recycling and asset recovery services. The company relies on a reliable list of subcontractors who can nimbly ramp up to any job. And with Gallo Glass in its backyard, Two Rivers identified an ideal opportunity to prove itself on an international scale.

Based in Modesto, Gallo Glass is the bottle-making arm of wine maker Ernest & Julio Gallo. An upgrade required the removal of an outdated furnace from inside the plant while other furnaces remained in operation. Two Rivers went up against two national demolition firms to win the \$2.1 million job that came with a challenging 40-day timeline.

“The competition didn’t feel all that bad about losing. They questioned whether the schedule was even achievable,” said Two Rivers Demolition President Rodd Palon. “Word on the street was, that this would put us out of business.”

They were wrong.

Two Rivers got to work, staffing the operation with 57 workers and specialists from around the country. Shifts were split on a 12-hour, seven-day schedule in a work environment where temperatures spiked to 135 degrees. Falling behind schedule exposed Two Rivers to tens of thousands of dollars in damages for any “schedule creep” caused by its work. However, the first challenges came from other trades running behind schedule, which threatened to put Two Rivers behind deadline.

continued

Time was as tight as the job was tough. The list of items to be removed from inside the plant not only included the five-story furnace, but 1,000 tons of iron, foundations and six stories of interconnected machinery and decking. All of it had to be extracted from a spaghetti-like maze of live utilities and systems, ranging from high-voltage electric and natural gas lines along with working plumbing and conveyor belts. On top of all that, Two Rivers' crews had to prevent any dust from demolition to migrate to food-grade manufacturing lines on three adjoining sides of the project area. Two Rivers workers even dealt with the removal of radioactive waste, 503 tons of material contaminated with chromium 6 hexavalent, which had to be shipped by train to Ohio for special treatment.

And then there were the surprises.

Four days into the project, another company's draining of 600 tons of molten glass went drastically wrong. No one was injured in the predawn incident, which required fire department response, but the aftermath included yard-and-a-half thick sheets of now solid glass inside the furnace and hearths. Two Rivers immediately assembled a team armed with rivet busters, jack hammers and mini-excavators to break up the glass. Day and night crews competed to see which could remove the most glass and, 54 hours later, Two Rivers was back where it started before the spill.

Yet another surprise included a nine-inch thick cement lining reinforced with steel claws welded into the furnace shell, the result of an earlier remodel hidden behind bricks and left unmentioned in the provided blueprints. But despite the challenges and surprises, Two Rivers made up for 13 days of delays and brought in the project on time, without a single injury and with Gallo actually adding another \$1.2 million in work to the original contract.

Now, it's off to Amsterdam and a possible top honor in the industrial category at the 2015 World Demolition Awards. Palon thinks Two Rivers will crush it, but just making the nominee short list puts the company in the Big Leagues.

"We pride ourselves on being able to customize our workforce to match any job, of any size and type," Palon said. "Our team members love a good challenge, and it's that dedication to exceeding expectations that will win us the top honor Nov. 6."

About Two Rivers Demolition

Established in 1996 in Northern California, Two Rivers Demolition has been named on the list of 100 Largest Demolition Companies in the World by Demolition and Recycling International for many years. Throughout its history, continued growth has allowed Two Rivers the opportunity to acquire and absorb some of the best talent and equipment in the industry. Currently, Two Rivers Demolition employs 70 people and is headquartered in Sacramento, Calif. For more information, visit www.2riversdemo.com.

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