

# KP

**PUBLIC AFFAIRS**

Marina Coast Water District  
Response to Request for Proposal

## **“FULFILLING THE MISSION”**



November 16, 2015



November 16, 2015

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

**Re: RFP for PR Services**

Dear Jean,

On behalf of KP Public Affairs (KP), I am pleased to provide the Marina Coast Water District with a response to your request for proposal for public relations and marketing services. We believe we are well-suited to fulfill the requirements of the Request for Proposal (RFP) and are ready to start quickly.

We are eager to apply our public relations and communications expertise to help you increase the level and quality of effective communication with the residents in your District. As you will see from our response, we offer a broad range of services that we will bring to bear to help you achieve your goals.

We have worked with a number of clients to provide public relations services that reflect what is called for in the RFP. We have worked with several local water agencies and a statewide coalition of public and private energy companies as well as provided services for community-targeted energy projects to create awareness and acceptance for our client's positions and future plans.

Given the scope of the project and demographics of the District, public outreach and information will also be highly targeted to specific groups and populations. We have examined the demographics of the Marina Coast Water District and are eager to discuss further how we can target these audiences with key messages.

KP Public Affairs is uniquely qualified to serve as contractor for this project. We are one of the state's most deeply rooted lobbying and public relations firms. We will bring a vast array of public relations and local outreach expertise to this project along with a track record of successfully managing issues on the local level from a statewide context. We also are a California-certified small business. We have included some information that was not prescribed in the RFP but we believe may aid you in making an informed decision about working with KP.

Moreover, we are committed to providing the leadership, level of staffing and resources necessary to coordinate and collaborate with the Marina Coast Water District leaders, staff/employees and any additional outreach team members.

**Finally, as you will see, the focal point of this proposal is centered on helping you fulfill your mission statement. Your mission statement is the essential expression of your purpose. We believe your mission, along with the District's Five-year Strategic Plan, is a critical ingredient in your messaging and outreach -- so much so, that it is our mantra for this proposal.**

Again, we're eager to perform the services required by this RFP and will enter into a contract with the District. Thank you for your consideration of our response.

Sincerely,

A handwritten signature in blue ink that reads "Patrick George". The signature is written in a cursive, flowing style.

Patrick George  
KP Public Affairs  
1201 K. St, 8th Fl.  
Sacramento, CA 95864  
p. 916-498-7731

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## INTRODUCTION AND EXECUTIVE SUMMARY

KP Public Affairs is well suited to be your partner in addressing communications opportunities and challenges facing the Marina Coast Water District (MCWD). We believe our qualifications and experience match those called for in the RFP. In our response, we offer a comprehensive overview of our capabilities and describe how they might be applied to the needs described in the RFP.

KP's capabilities would be applied at a time when MCWD would benefit from a shift in its communications approach. The organization is operating in a turbulent environment. MCWD faces future uncertainty with the Fort Ord Reuse Authority. You operate under significant natural environmental pressures due to limited water supply in the Monterey Peninsula. You also experience persistent ratepayer concerns. These factors are exacerbated by the recent challenges surrounding the proposed desalination plant.

Our desire is to work with you to create a strategy that takes into account all of these factors. However, you will see that the strategic core concept for this proposal centers on a positive, simple focal point: *Fulfilling The Marina Coast Water District Mission. The mission states you will "provide customers with high quality water, wastewater collection and conservation services at a reasonable cost, through planning, management and the development of water resources in an environmentally sensitive manner."*

Additionally, a critical focus point for this proposal and for the strategy moving forward, is to take a renewed emphasis on achieving the mission statement. Your mission statement is the essential expression of your purpose. It should serve as a guide for the District's decision-making. It is a summary of your organizational strategy articulated with greater detail in your Five-year Strategic Plan.

Your request for communications support points to several critical qualifications that match up with the expertise and experience KP Public Affairs can offer.

**We have extensive experience in communications.** KP Public Affairs was founded in 1984 on the premise that advocacy and public relations are intertwined. We have grown to become the dominant and largest public affairs firm in Sacramento – a position maintained for ten consecutive years. We work with some of the most well-known organizations in the world representing them in California and the United States. We will bring our experience from all industries and disciplines to the table for your benefit.

**We have experience in the branding process.** Our approach starts with a deep dive into your organization. We aim to create a brand guide that describes your voice based on extensive interviews as well as style guidelines to help ensure consistency. We provide examples in this response in "Appendix A" on page 18.

**We understand standards in writing, design, photography and outreach.** KP Public Affairs has created award-winning collateral and written materials for countless clients. Communications materials – written and images – that we've developed for clients have appeared in major national news outlets or repurposed as authoritative

sources at the highest level of government. One of our past reports was quoted by President Bill Clinton in a nationally televised interview.

**We utilize non-traditional communications and outreach tools.** We embrace new and creative ways of reaching a target audience. We have create social media campaigns using images and video, create and place infographics in major news outlets, and, when called for, even gone door-to-door to help clients deliver their message.

**We complete projects within established timelines.** Once our strategy is in place, we recommend working with our clients to create a “scorecard of deliverables.” We strongly believe, and clients agree, that the best results come from working against defined deadlines and a project time-horizon.

**We assemble teams of top creative, graphic design, copywriting, planning and project management specialists.** KP Public Affairs works with a number of best-in-class creative and designers. By working with specialists, our clients benefit from their expertise and technical capabilities at a more reasonable cost than an in-house designer. We also have partners that can implement larger, advertising intensive campaigns as budget and needs require.

**We possess unique understanding of the activities of a special district water utility.** As you will see from our response, we have offered a rage of ideas that are specific to your needs based on what we read in the RFP, in your Five-year Strategic Plan and through our own research. We look forward to discussing this with you and learning more about how we can help increase the level and quality of effective communications to the public.

## RESPONSE TO REQUEST FOR PROPOSAL

The Marina Coast Water District will benefit by considering all the strategies and tools described in the RFP as well as our experience combining public relations, marketing, public affairs, grassroots, and social-media outreach in a cost-effective, strategic and carefully-timed campaign. Our success executing local campaigns speaks to our ability to consider targeted demographics of the District. We believe you will benefit from our unique expertise working with public water agencies and their compliance with California Governor Jerry Brown's water reduction order and State Water Resources Control Board Emergency Regulations.

### PROJECT APPROACH

A central part of our approach is to support the organization's mission and Five-year Strategic Plan. KP Public Affairs recognizes that we would benefit, and look forward to the prospect of, working with you to conduct a deep dive into your mission and Five-year Plan. We have recommended some "thought-starter" ideas that serve as an example of how we would apply a communications approach to support the District's mission and achieve your Five-year Strategic Plan.

**Identify Spokespeople.** An important initial step in creating an outreach plan is to select a key spokesperson or spokespeople. We know from the Five-year Plan that the mission, vision, core values, strategic elements, strategic statement and goals were organized in a disciplined effort that included the Board of Directors, District Management and consultants. From this core group, we will work with you to determine the person or people who should be a communications facilitator, can work openly with other members and be an effective messenger with key audiences.

**Establish Key Messages.** Key messages bridge what your audience already knows and where you are trying to take them. Our approach is to work with you to identify the broad messages you seek to deliver. The Vision Statement found on page 3 of your Five-year Strategic Plan will serve as a starting point. From there we will work with you to create key messages that assert your point of view and are backed up with facts or case examples.

**Tailor Communications to Specific Audience.** By definition, "news" is valuable information to an individual not previously known. From the onset – starting with a "deep-dive" team meeting – KP will work with the District to identify and clearly articulate the key audiences and gauge their interests and news gathering behaviors. From there, we will create a communication action plan that includes how technology could aid in supporting outreach to specific audiences "through adopting a plan for technology use in public affairs" (as described in the Five-year Strategic Plan on page 19).



**Establish How Often and When to Communicate.** The Five-year Strategic Plan has a clear set of deliverables and timing for each Strategic Element. We will work with you to create an action plan and schedule that communicates progress, completion and future goals for each Strategic Element. We also will consider multifaceted communications vehicles that can disperse information broadly or in a highly targeted fashion. Technology – website, Facebook, Twitter, etc. – will aid in helping disperse news regularly and quickly.

**Establish Reporting Results.** As we describe on page 14 of this RFP response, we will work with you to establish and report outputs, outcomes and impacts. We will use the Five-year Strategic Plan and, specifically the Strategic Elements as a guideline. We will include news and milestones concerning water sources, infrastructure, fiscal planning, strategic partners/public affairs, organizational health and administrative management. We will work with the District to incorporate operational results reporting in our approach.

## Our Role in Scope of Work

We understand that our role will be more than that of a vendor. Our aim is to be your trusted advisor. In order to do that, we will work with you to develop a strategic plan that includes effective and timely communications with the public, incorporating elements of your Five-year Strategic Plan. The District’s widely diverse population and the duality of the Central Marina and Ord Community will require nuanced communication approaches. We also recognize that there are important external audiences with which we must communicate, including regional authorities, elected officials, policy experts, advocacy organizations and watchdog groups.

Below we’ve provided our understanding of the scope of services as described in the RFP’s “Appendix A”:

**Non-Exclusive Marketing.** We understand that we will serve as a non-exclusive, comprehensive marketing firm. Our breadth and depth of services are matched to your needs to develop and implement a strategic communications plan that supports the Five-year Strategic Plan and the branding goals for District programs and services.

**Project Plan.** We will take a comprehensive approach to the project plan that includes comprehensive goals and objectives as well as a detailed 6- or 12-month action plan (with a Scorecard). We also will identify measureable outputs, outcomes and impacts.

**Integrated Brand Elements.** We fully understand that the continuity and identification of brand elements must have “harmony” in our materials – a simultaneous combination of tone, voice, appearance, and structure that blends into a consistent flow.

**Document Preparation.** We will draft and edit documents that can be easily read and understood by key audiences (for a comprehensive list of examples, see “Deliverables”, page 15). We strive for audience awareness in our writing to ensure that your documents meet the needs and expectations of your readers. In addition to primary audiences, we also consider secondary audiences and, if needed, will include messages tailored to them.



**Translation.** We will work with translations services to ensure that materials are properly translated and edited for specific cultural language preferences. When possible, we will seek out a local language expert to review translation language and cross check facts.

**Evaluation.** We will evaluate the effectiveness of the services at critical milestones. We recommend that after creating the strategy, deliverables, and measurements, we provide a report on initial results and provide an evaluation in a face-to-face team setting at the three month mark.

**Comparative Analysis.** We will work with MCWD to evaluate the District’s current position in comparison to those of other water districts. Editorial and social media monitoring is particularly effective in gauging success. We will work with you to set up a dashboard report, delivered quarterly, that gauges depth and breadth of coverage, messages, and share of voice (compared to other districts and organizations) among other measures.

**Value-Added Opportunities.** We will seek out non-traditional, value-added media opportunities such as promotions, giveaways and editorial opportunities. We will continually seek out opportunities in our discussions with media, local stakeholders, advocacy and civic groups to deliver value-added messages – for example, repurposing the educational Water Wise materials, seeking opportunities to deliver the in-school program and participating in community forums for sharing public service news announcements such as caring for trees in a water shortage.

**Resident Outreach.** Reaching out to residents is a critical component of supporting the mission of the organization and the Five-year Plan. We will work with you to tie key messages into a multifaceted communications plan that addresses water rates, conservation, future- and long-range planning, ratepayer concerns, emergencies and crises, and employee communications.

**Supportive Technology Plan.** We also understand that that RFP calls for creating a technology plan for use in public affairs.

- We will work with you to learn more about your approach and how we can introduce impactful, cost effective ways of communicating with the public via technologically enhanced means such as video, images and social media; streaming audio and video; blogs and podcasts.
- We also will work with your website manager to utilize web-based tools such as *Google Analytics*, *Visual Studio* and a range of other active, passive and downtime monitoring services.
- We also write analyses of advertising as well as work with you to employ more sophisticated advertising monitoring such as *Nielsen Admosphere* for insights on marketing and media research, analysis and data processing.

**Contract Agreement.** Finally, we recognize that there will be matters outside the scope of services and will work with you to reevaluate our contract and scope of work as needed. Our standard contract agreement includes such clauses.

## Diverse Community and Unique Ratepayer Issues

The RFP calls for an understanding of the diverse community the District serves as well as an understanding of the broad spectrum of issues the District is facing. The current drought California is facing has reached a critical level and Governor Brown's issued order that requires urban water suppliers to reduce their water use by 25 percent on average exacerbates an already strained situation in the Marina Coast District.

**Water Shortage.** Across the state, residents and water suppliers are feeling the hardships of the circumstances – and the Marina Coast Water District is no exception. Based on our research, we have an understanding of the complex perception issues that the District is facing; some of which are historical and others more recent. It's evident that the District has been judged suspiciously, and in some cases harshly, by elected officials and the community for the proposed desalination project, legal disputes, ratepayers concerns, and issues of water supply in the Monterey Peninsula.

**Ratepayers.** In media reports, ratepayers have expressed skepticism over the District's ability to manage resources and spearhead water-saving projects. Ratepayers view the proposed nine-percent rate increase as stemming from the District's challenges, rather than a consequence of the drought. The median income in the area is \$29,851, or \$574 a week. Ratepayers will be more sensitive to increases than those in more affluent areas.

**Diverse Community.** We have an understanding of the region's diversity – its geographical location, the duality of Marina Community and Ord Community, and the community's residents – and how this diversity, in combination with the perception challenges, adds complexity to and requires sensitivity in public relations and communicating with the public.

MCWD's racially and ethnically diverse population has been growing over the past four years: Caucasians make up less than 50 percent of the population, nearly 30 percent is represented by Latinos, and nearly 20 percent represented by Asians. More than 80 percent of the population has at least a high school degree. The largest sector of industry in Marina is in accommodation and food services followed by healthcare, retail, public administration and construction. The population is primarily democratic, known for being environmentally progressive and sensitive to environmental issues.

## QUALIFICATIONS AND EXPERIENCE

KP Public Affairs has more than thirty years of experience in strategic counsel, issue management, public affairs, grassroots outreach, media relations, brand management and organizational communications.

KP is comprised of two divisions – a public relations practice and an advocacy/regulatory practice. The firm has a total of 28 employees; seven of those professionals make up the PR team. The combined experience our team brings to the table results in a deep understanding of a breadth of complex local, state and national issues.

KP's public relations professionals understand our client's business, provide research and insight into obstacles and opportunities, and craft a well-designed messaging program and strategy with the client. We also have the discipline to implement strategy in an environment of uncertainty and opposition.

To develop an effective and successful public affairs program, KP is dedicated to understanding our clients' goals, objectives and desired outcomes at the onset, and then integrating compelling communications messages into strategic media outreach and stakeholder mobilization programs to achieve those outcomes.

Relevant to the Marina Coast Water District and its current needs, KP will execute on a variety of PR capabilities that support the organization's mission and achieve the Five-year Strategic Plan, including the branding of the District's programs and services in addition to additional PR needs.

## Our Capabilities

**Community Outreach.** *Building public support for an issue involves reaching deep into communities and working through local organizations on the grassroots level. KP will engage, organize, and mobilize to make an impact on water usage mandates. We bring our clients' messages into the community centers, city halls, church buildings, and neighborhoods to help build support and communicate with the public at the local level.*

- Identify allies to deliver key messages to audiences with varying stakes
- Engage allies to enlist support and disperse information to members
- Word-of-mouth marketing (including affinity groups such as hobbies, sports, social)
- Social media organizing through ally engagement
- Train-the-trainer organizing
- Paid and volunteer canvassing
- Recruiting local leaders to be the voice and face of issues
- Community-level media relations (newsletters, blogs, email blasts)
- Local community event organization

**Media Relations.** *Skillfully developing and delivering the right messages to your target audiences across any medium can mean the difference between winning support and acclaim for your position and negative coverage that can define your organization for years to come.*

- Strategy and message development
- Tracking and analysis
- Audience targeting
- Op-Ed development and placement
- Audits
- Editorial campaigns
- Media training
- Media tours
- Database development and maintenance

**Internal and Customer Communications.** *Whether alleviating concerns during a transitional period, rallying support for a new program or leader, or generating motivation and behavior that build your brand and position from within, employees and customers are the key to delivering messages locally and with impact. We work with organizations to communicate with the customers to inform and inspire action.*

- Development/articulation of internal brand, strategy and vision/values
- Quantitative and qualitative employee research
- Strategy and planning (brand/change team, culture change and internal communications)
- Leadership development
- Structure and process design
- Campaign design
- Employee alignment (new business directions)

**Advertising and Design.** *Every entity has a story to tell - a story that will win over customers, critics, community partners, employees or all of them at once. This story will affect your organization's future. Advertising is a fast, powerful and unfiltered way to tell these stories, highlight the best of your District and serve your ratepayers most effectively. We would work with the District to consider advertising as needed (particularly if you are working with other nearby cities to share the costs).*

- Media planning, negotiation and buying
- Direct mail
- Brochures, newsletters, posters and other collateral material
- Logo design
- Kiosks
- Organizational brand identity guidelines
- Social media advertising
- Internal advertising

**Social Media.** *Social media is a powerful way for a community of followers to create, share or exchange information and ideas, as well as pictures and videos. Because of this power to involve people in your organization's story, the right mixture of social media outreach can enlist followers and build loyalty.*

- Social media implementation and management
- Web design, programming and maintenance
- Web analysis, strategy and consulting
- Interactive promotions, games and rich media e-mails
- Online advertising and search-engine optimization
- Database development
- Web-based press conferences, webcasts and webinars
- Online crisis management tools

**Production.** *Event strategy and execution lift your story off the page and bring it to life – in organized stakeholder meetings, community events or ready-for-prime time videos. We'll help you make smart decisions*

*about the type of production that will deliver your story most effectively and affordably. Then we'll execute it to perfection – on time and on budget.*

- Meetings/events
- Internet webcasts
- Radio and television commercial production
- Video and film production
- Exhibit design
- Script writing
- Staging

**Local Latino and Ethnic Outreach.** *The growth and influence of California's Latino and ethnic populations continues to outpace all other demographics. We work with a network of bilingual and bicultural professionals to bring you the expertise, insights, strategy and results needed for success.*

- Organization positioning
- Community outreach/grassroots marketing
- Product publicity/launches
- Spanish-language media relations
- Strategic planning
- Cross-cultural marketing and promotions
- Cultural and special events
- Business-to-business
- Language and cultural adaptation of messages
- Entertainment/event marketing

**Crisis Preparedness and Management.** *All organizations are vulnerable to crises. Proper crisis preparedness and management can protect your company's reputation, brand equity and market share, as well as the confidence of your customers, employees and shareholders. With front-line experience in countless crises, our crisis counselors offer the full range of crisis preparedness, response and recovery services.*

- Vulnerabilities analyses
- Strategic counsel
- Message development
- Crisis procedure manuals
- Crisis simulations
- Proprietary online crisis tools
- Litigation support
- Issue advertising
- Stakeholder/grassroots outreach
- Crisis media training

## Project Management

To achieve the most successful outcomes for the MCWD, we will closely track our progress and provide regular updates on deliverables including outputs, outcomes and impacts.

**Outputs** – a list of deliverables produced as a result of the project. Example outputs include press releases, brochures, presentations and support letters.

**Outcomes** – quantifiable achievements of the outputs. Example outcomes include press release pick up, brochures distributed, presentations delivered and support letters collected.

**Impacts** – the effects on the target audiences. For example, did the press release result in stories that generated reactions? Were organizations or individuals sharing brochures on your behalf? Did a large number of people witness the presentation and react? Did support letters express messages aligned with the campaign?

Here are some additional potential measures:

### Stakeholders

- Track number of stakeholders.
- Identify stakeholder outreach to their membership and networks.
- Participation in media events and key activities.
- Engagement with policymakers – local elected officials and legislators.
- Participation in media outreach – commentary, spokespeople, editorial board meetings.

### Media

- Use baseline media analysis conducted by KP and continue with regular media analysis.
- Garner positive press coverage of MCWD.
- Increase editorial support.
- Check-in with reporters to track progress.
- Increased chatter in social media outlets.

### Public Opinion

- Increased acceptance of restrictions.
- Attendance and participation at events – town hall meetings, etc.

## COST PROPOSAL

### Monthly Retainer Fee Structure:

Flat monthly fee: \$7,500

Monthly hours covered: 35 hours

### Hourly Fee Structure:

Key Team Members	Title	Hr/ Rate	Monthly # of hours covered
Patrick George	Director	\$300	10 hours
Jenny Dudikoff	Manager	\$250	10 hours
Emily Smith	Associate	\$200	10 hours

**Out-of-Pocket Expenses:**

Any out-of-pocket expenses above \$350 will go through a pre-approval process to ensure the Marina Coast Water District is aware of the use of funds. Examples of potential out-of-pocket expenses could include the production of videos, mass printing of collateral materials or targeted online advertisements.

KP can work with you to determine the most appropriate fee structure that will achieve the best results for the Marina Coast Water District. In addition to the key team members listed above, we also additional professionals that would be called upon as needed (see “Appendix B”).

## Activities and Deliverables

Given that many of the circumstances related to water conservation in California are tied to unknown factors such as our weather and politics, we recommend an approach that can be adjusted on a month-to-month basis. However, we’d like to provide you with an example of what an action plan might look like.

**December- January**

- Hold kick off meeting with client and agency at the District’s offices.
- Refine goals, objectives, strategy and tactics as needed based on initial conversations and further research
- Identify spokespeople
- Establish key messages
- Identify key audiences
- Create “how” and “when” to communicate guidelines
- Establish reporting and results approach
- Identify key opinion leaders
- Consider advertising outreach
- Organize social media outreach – most existing efforts as needed
- Begin asset assessment as first component of cohesive branding campaign
- Create documents such as message tracks, Q&A, fact sheets, letters and brochures
- Create culturally appropriate materials, including in Spanish language as needed
- Develop social media content calendar
- Work with the client to organize social media outreach (populate social media with content on an ongoing basis)
- Create toolkit with template materials for local key opinion leaders
- Brief local elected officials and provide tool kit information for them to use
- Work with the client to hand out information to ratepayers
- Reach out to local key opinion leaders and groups -- encourage them to reach out to their constituents (in person, via email, social media and in speaking opportunities)
- Work with a local media outlet to create a bi-monthly column offering newsworthy drought updates, tips and information
- Create outreach that advises heavy water users of future rate increases



**February-March**

- Distribute toolkit to local groups and encourage them to disperse information to partner organizations
- Organize one-three speaking opportunities for the Marina Coast Water District's representatives to discuss water conservation goals, plans and successes
- Identify local residents who have dramatically reduced water use or have identified innovative approaches to conserving water – promote in media, social, website profiles, etc.
- Place bi-monthly columns offering newsworthy drought updates, tips and information
- Work with the District to create social media advertising campaign (Facebook, LinkedIn, Twitter and Instagram) to deliver message and encourage water conservation

**April**

- Place bi-monthly columns offering newsworthy drought updates, tips and information
- Conduct Facebook advertising campaign with water conservation messages to encourage more local residents who are on Facebook but not following the District to start following
- Brand the success in the campaign in a report to the District that demonstrates to community a successful, cost effective approach

**May**

- Seek out opportunities to co-promote water reduction messages with neighboring water districts in local paid media in advance of summer (cost TBD based on partners and scope of cross promotion)
- Brief local media such as the *Monterey County Herald*, *Marina Times*, *The Salinas Californian*, etc.
- Identify local residents that have dramatically reduced water use or have identified innovative approaches to conserving water – promote in media, social, website profiles, etc.
- Place bi-monthly columns offering newsworthy drought updates, tips and information

**June-August**

- Reach out to local key opinion leaders to encourage them to be prepared to deliver water conversations messages in the summer months
- Host or partner with a local civic organization (e.g. Chamber of Commerce or sports organization) to deliver 1-3 presentations in advance of back-to-school reminding local residents about water conservation goals
- Place bi-monthly columns offering newsworthy drought updates, tips and information
- Work with the client to hand out information to local residents (alongside issuing warnings) via door knockers in advance of summer months
- Recognize first day of Summer (June 21<sup>st</sup>) with a District proclamation, social media push, media outreach, etc. and also water conservation messages

**September-November**

- Place bi-monthly columns offering newsworthy drought updates, tips and information
- Revisit tool kit contents and create updated material to distribute to local key opinion leaders
- Conduct local presentations
- Consider additional social media advertising approaches to reaffirm water conservation messages to local followers and to recruit additional local residents
- Write campaign recap marketing successes and prepare for future activities
- Complete annual results and highlights report to market results

## AVAILABILITY

Given the size of KP's PR team and our on-hand resources, we are able to dedicate the amount of time necessary to meet the objectives of each of our clients. Our dedicated team is available around the clock to address any urgent issues that may arise. We have an all-hands-on-deck approach to our clients when necessary and have a proven track record of going above and beyond to meet the needs of each and every client.

KP proposes an immediate kick-off meeting to identify initial approaches and action items. We also propose regular meetings with you to discuss activities, evaluation of progress and the need for a shift in direction or approach.

# APPENDIX A: PREVIOUS WORK EXAMPLES

## Local Water Districts

Currently, KP is representing the interests of several water districts as lobbyist and regulatory affairs representatives. We work with the Mojave Water Agency, Western Municipal Water District, Westlands Water District and the Los Angeles Department of Water and Power. We have specific expertise helping public agencies with issues related to water rates, conservation, future supply and long range planning, ratepayer communications, emergencies and crisis planning and employee communication.

## Californians for Affordable and Reliable Energy Coalition

As the state prepared plans to transform energy infrastructure, there was very little discussion among decision-makers about the cost of the transformation. To elevate the cost issue, KP created a coalition of business and consumer interests called Californians for Affordable and Reliable Energy (CARE). The coalition's efforts were aimed at raising public awareness about the impact of California's energy policies on consumers, the economy and local communities. We conducted outreach to business organizations, small business owners, local elected officials, statewide associations, community groups and influential minority leaders, and mobilized these interests to communicate with legislators and influence policy outcomes. We also organized coalition events including local issue forums and panel discussions, conducted presentations at regularly scheduled meetings, positioned speakers at prominent conferences and events, and coordinated messaging for our partners to use in their own events/outreach/meetings.

We shaped media coverage by arranging reporter briefings, pitching stories, conducting Editorial Board meetings, placing op-eds, and providing background information to counter misinformation and push the coalition's proactive messages. And we kept our network of coalition members and interested partners informed through regular updates, e-blasts, and social media posts – this ensured that we continued to maintain attention on the coalition's issues and priorities. Additionally, we managed the development and release of several regional reports on the local economic impacts of rising energy costs and statewide reports reviewing national trends for energy policy. Coalition activities resulted in CARE playing a direct role in the development of energy policy, meeting with the leadership of the California Energy Commission, the California Public Utilities Commission, California Independent System Operator, the California Air Resources Board and legislative leadership.



**Don't Let Your Legislator Turn Over Complete Authority to the California Air Resources Board for SB 32 and SB 350**

The CARE Coalition believes that it is important to achieve the reduction targets in a manner that produces the greatest results at the lowest costs for residents and businesses. SB 32 and SB 350 give too much authority to the Air Resources Board through 2030 and 2050 without providing any ongoing policy direction to achieve the goals.

Surveys show that Californians support greenhouse gas emission programs but are opposed to regulations and policies that will raise their energy, housing and other consumer costs. These bills as currently drafted fail to provide California voters future representation by their elected policymakers and instead grant nearly unlimited authority to an unelected state agency:

- Current climate change policies have increased electricity and fuel costs for California residents and business. California Energy Commission's own estimates show an increase in electricity costs of 26-42% and transportation fuels to increase \$0.49-\$1.83 by 2020. The legislation fails to protect residents from further increases because it lacks the necessary oversight from the Legislature.
- Climate change programs need to ensure economic opportunity for middle income job creation. California has 16.3 million jobs today - at least 300,000 of those are classified as green jobs and current green jobs have lower wages than typical middle income manufacturing jobs. Economic studies justifying the legislation show just 2% economic growth over the next 15 years.
- California is only 2% of the way into the implementation of the programs and costs under AB 32 for 2010. Now we are moving into 2020 and 2050 when the costs of transitioning to the new energy infrastructure have not been adequately analyzed and the costs for consumers and businesses have yet to be properly detailed.
- Given that many of the goals depend on technology or products that currently do not exist, the proposals fail to provide "off ramps" or logical alternatives that will allow policymakers to appropriately manage future issues before they become a crisis for families and businesses.

Given the wide range of policy options and potential for higher costs, CARE believes that legislative engagement and oversight is required to ensure good policy in the future.

The CARE Coalition respectfully requests your help on SB 32 and SB 350 by including a review and approval of regulations and policies by the legislature prior to their implementation.

To request a draft letter to send to your representative, please contact the CARE coalition by clicking here.

Join us in calling on policymakers to create an energy plan that prioritizes affordability, reliability and adequate supply.



1801 L Street, Sacramento, CA 95814 Phone: 916.485.1710 [www.kp.org](http://www.kp.org)

## Pepperdine

KP Public Affairs worked with our client Pepperdine University Graziadio School of Business and Management to create a brand image for The Center for Women in Leadership. This new initiative at Pepperdine University aims to expand the leadership capacity of women students, staff and faculty. We worked with the client to determine brand vision and goals and then creatively articulate the purpose and facets of the Center. Based on those insights and our own expertise, we created a four-quadrant logo to convey the four-fold purpose of the Center: research, dialogue, skills development and mentoring. The typeface is consistent with the University's brand, but utilizes a more compressed authoritative title-case spacing. Similarly, the color palette matches the color scheme of the University but is also designed to have a more striking contrast on a variety of backgrounds. We also developed collateral materials for the Center and positioned it positively in the media to enhance its brand identity and raise awareness of the Center's founder and its programs.



## Invenergy

KP worked with Invenergy, a leading renewable energy developer, to create and manage a public relations program for siting a 34 turbine, 51 megawatt wind farm in Lassen County. Since the proposed project was located in a small rural community, spending time and getting to know local community groups and influential individuals was critical to the success of the project. KP developed a strategy based on the characteristics of the community, political dynamics and challenges that the company faced to ensure that Invenergy developed a positive reputation locally and was not viewed as a large corporate outsider.



This approach utilized individualized and tailored outreach to members of the community through a variety of communications channels including mailings, one-on-one meetings, community town hall meetings and media outreach. We prepared and distributed print and online collateral materials and background information, and worked to make information easily accessible to the public. We developed a local presence and positive brand for the company, to increase the community's familiarity and comfort with the company goals and company leaders. We established and leveraged key relationships with individuals who served as opinion leaders in the town and could help facilitate getting out positive messages through their own established networks. KP was successful in building a base of local supporters that was needed as the company embarked on the rigorous environmental review process through CEQA and NEPA.

## Herbalife

In early 2015 KP worked with Herbalife, a global nutrition and weight management company, to organize an event with more than 1,000 Herbalife members and influential third-party supporters at the State Capitol in an effort to show support for the company and to inform legislators, policymakers and the media about their positive experiences with Herbalife. We created a two-minute video – with English and Spanish speakers – that was posted on YouTube recounting the success of the event. The video had nearly 5,300 views. Event participants describe in the video the important business opportunities and supplemental income Herbalife provides them with and the value having access to nutritional options that help support healthy lifestyles. Our efforts resulted in an [article](#) in the Los Angeles Times, written by a reporter we invited to cover this event.



Herbalife Supporters Rally in Sacramento, California | #StandWithHerbalife

## Mosquito and Vector Control Association of California

KP was retained by the Mosquito and Vector Control Association of California (MVCAC) in 2013 to provide public relations services to enhance education efforts and increase awareness of how Californians can protect and prevent against potentially life-threatening mosquito transmitted diseases.

With MVCAC being a public agency, KP has developed partnerships and collaborated with more than sixty local mosquito and vector control districts throughout the state that are committed to protecting public health and the advancement of the science of mosquito control. KP has also participated in the ongoing relationship MVCAC has with the California Department of Public Health (CDPH) to further disseminate education materials, collaborate on education opportunities and insert the Association in ongoing CDPH efforts when appropriate.

KP has played an integral role in increasing awareness and education of the life threatening effects of West Nile virus (WNV) through earned media, grassroots outreach, existing conference engagement, social media and public events including West Nile Virus and Mosquito Awareness Week held every year in April.

With California’s unusually warm weather and the driest year in the state’s history, KP has been focused on educating Californians on how to deal with the unprecedented number of mosquitos we can expect this year, resulting in more transmitted diseases. Contrary to popular belief, the drought poses much more opportunity



For Immediate Release  
April 17, 2015

Media Contact: Jenny Dudiuff  
916-224-9429

**Warm Weather and Drought May Lead to Abundance of Mosquitoes**  
West Nile Virus and Mosquito and Vector Control Awareness Week educates Californians on preventing viruses transmitted by mosquitoes

**SACRAMENTO, APRIL 17, 2015** – With California’s unusually warm weather and the driest year in the state’s history, Californians may see an unprecedented number of mosquitoes transmitted diseases in 2015.

To raise awareness and educate Californians about the public health threats mosquitoes and vectors can have on our local communities, the California Legislature declared April 19 – 25, 2015 as West Nile Virus and Mosquito and Vector Control Awareness Week in California.

With 2015 marking the 100-year anniversary of California’s Mosquito Abatement Districts Act (AB 1300 enacted in 1915), local mosquito and vector control agencies need to be more diligent than ever. California experienced record-breaking West Nile virus (WNV) activity in 2014 and several exotic mosquito species capable of transmitting deadly diseases have been discovered in the last couple of years and are now permanently established in some California communities.

The California Department of Public Health (CDPH) reported 863 human cases of WNV, 563 of which were the severe neuroinvasive form of the disease, and 33 deaths, the highest number of fatalities in California since the disease was first detected in 2003. A contributing factor for the staggering number of WNV cases could be a result of the ongoing drought, which reduced the number of sources of water for birds and mosquitoes.

Invasive species capable of transmitting a number of the devastating diseases including Chikungunya, dengue, and yellow fever, are posing an increasing threat to Californians. While these diseases have not been transmitted locally in California at this point, efforts to control these mosquitoes are adding increasing challenges to vector control agencies statewide.

Reducing the threat of virus in any given year is not possible as WNV activity depends on a number of factors including climate, number and species of birds and mosquitoes in an area, as well as the level of immunity in birds to WNV. However, if California continues to experience warm temperatures, we can count on an early start to mosquito and WNV season, extending the number of months local communities and residents are at risk of contracting potentially deadly diseases transmitted by mosquitoes.

for mosquitos to infiltrate local communities and come in contact with residents. KP has successfully worked to educate Californians through press releases, media opportunities and local events on prevention and protection methods.

## APPENDIX B: PROPOSED TEAM BIOS

**Patrick George** has worked with a number of organizations across industries with a heavy focus on client service and media relations. He has led nationwide media relations campaigns, established thought leadership platforms, launched new products and staged large events. He has relationships with national and California media including those who cover technology, local news, lifestyle and general business stories. He earned national and local media coverage for clients such as Friant Water Users Authority on water use and The Coca-Cola Company’s responsible use of water in their San Leandro, CA plant. He worked with the Friant Water Users Authority on the San Joaquin River Restoration, and with the California Latino Water Coalition to conduct six water summits and to organize and promote the “March For Water.”

**Jenny Dudikoff** has a strong background in communications and government affairs, including campaigns ranging from energy initiatives to tax and fee initiatives and redistricting reform. She also has extensive experience managing issue advocacy campaigns including Californians Against Higher Taxes and Californians Against Food and Beverage Taxes. As the lead on both projects, she worked closely with the media to coordinate public hearings, press conferences, and local events. She has also acted as a spokesperson on several projects ranging from Proposition 23 to the Small Business Action Committee as well as multiple issue advocacy efforts.

**Emily Smith** provides grassroots public affairs services, coalition building, and media relations for KP’s clients and has a strong background in organizational branding. She has worked on local market programs that brought together local California business and agriculture organizations to support a major free-trade agreement. She also previously worked for the global healthcare company Siemens in their organizational communications department overseeing projects aimed at employees and direct-to-customer programs in the Healthcare sector. She is adept at working in cross-cultural, multi-language settings.

### Additional Team Resources

**Mike Burns** is the managing partner at KP Public Affairs and oversees the firm’s public relations division. He provides strategic counsel for clients on major policy issues. He has a strong background working with many water agencies and energy companies in California, and has represented investor owned utilities throughout the country. He has directed issue management campaigns on some of the state’s highest profile policy areas, and has successfully managed international public relations and corporate reputation programs.

**Alison MacLeod** is experienced in media relations, coalition building, project siting and has run grassroots outreach and community education programs for a variety of clients. She has managed high profile business community coalitions on complex policy issues including tax reform, energy and climate change policy, water infrastructure, and the California Environmental Quality Act. These projects involved increasing public awareness about the issue and bringing new voices to the table to shape the debate, managing economic



research projects, conducting media relations, and mobilizing supporters including regional business groups, community organizations, small businesses, local elected officials and statewide stakeholders to influence legislative proposals.

**Laura Murrell** provides media relations, coalition building, and issue research services for a variety of KP clients. She works on several projects relevant to California's current economic and political state including campaigns to improve California's business climate, promote a responsible energy policy for the state, and advocate for higher education. She has experience in grassroots campaigning, event organization, and community outreach.

## APPENDIX C: REFERENCES

1. Gayle Holman  
Westlands Water District  
3130 N. Fresno Street  
P.O. Box 6056  
Fresno, CA 93703-6056  
[gholman@westlandswater.org](mailto:gholman@westlandswater.org)  
(559) 241-6233
2. Rob Lapsley  
California Business Roundtable  
1301 I St.  
Sacramento, CA 95814  
[rlapsley@cbirt.org](mailto:rlapsley@cbirt.org)  
(916) 553-4093
3. Joel Buettner  
Mosquito and Vector Control Association of California  
2021 Opportunity Drive  
Roseville, CA 95678  
[joelb@placermosquito.org](mailto:joelb@placermosquito.org)  
(916) 380-5444