

VALLEY CLEAN ENERGY ALLIANCE

Staff Report – Item 11

TO: Valley Clean Energy Alliance Board of Directors

FROM: Mitch Sears, Sustainability Manager, City of Davis
Regina Espinoza, Sustainability Manager, Yolo County

SUBJECT: Communications and Outreach Vendor Selection

DATE: July 25, 2017

RECOMMENDATIONS

1. Approve Circlepoint as the Communications and Outreach service vendor for VCEA program launch and operations.
2. Adopt a resolution authorizing VCEA Interim General Manager, in consultation with VCEA Legal Counsel, to negotiate a services contract with Circlepoint for approval and signature by the VCEA Board Chair.

BACKGROUND & DISCUSSION

On December 5, 2016, the City released an RFP seeking proposals in three service categories to support the launch and operation of VCEA. Nine proposals were received by VCEA with multiple responses in each of the three categories (Technical/Energy Services, Communications and Outreach, and Data/Call Center Management). A three member RFP subcommittee of the newly formed VCEA Advisory Committee (Braun, Kristov, and Springer), worked with VCEA staff on the review and evaluation of the RFP responses. Interviews of the prospective service vendors were completed by the RFP Subcommittee and staff in May. Decisions on vendor service providers were postponed while an Executive Officer search was conducted, the City of Woodland VCEA membership was considered, and additional service provider options were investigated.

Staff is recommending that the VCEA Board move forward at this time with the selection of a Communications and Outreach services vendor while service options in the other categories are explored further. This recommendation is due to the need for VCEA to expand its communications capabilities and bring information to the communities VCEA will be serving as far in advance of service launch as possible. The general description of the scope of services in this category from the VCEA request for proposals is:

Community Outreach, Marketing and Customer Notification. The selected firm will develop, design and implement a multi-faceted plan for building program awareness, engaging potential

VCEA customers prior to launch, supporting the Alliance's website and design needs, and participating in customer notification/enrollments in collaboration with VCEA staff and vendors.

This outreach work lays the foundation for the program and is needed regardless of which CCE launch/operation service option VCEA ultimately selects.

Recommended Communications and Outreach Vendor

Four vendors passed the initial RFP screening process in this services category and were interviewed by VCEA staff and two of the three the RFP subcommittee members. Vendor proposals were evaluated based on the following key criteria (partial list from RFP):

- Qualifications, experience, and capacity of the entity, including capability and experience of key personnel and experience with other public or private agencies to provide CCE services;
- Proposed approach, including clarity of understanding of the scope of services to be provided and appropriateness of the proposed solution/services;
- Ability to meet any required timelines or other requirements;
- Cost to VCEA for the services identified in the RFP;
- Proposed approach, including a clearly demonstrated understanding of VCEA's mission and the intended scope of services to be provided;
- Pertinent references.

Interviews were conducted with each firm using a common set of questions. Based on the overall combined strength of their written proposal, interview, project team, experience, and cost proposal, staff and the RFP subcommittee unanimously recommend Circlepoint as the top firm interviewed to provide Communications and Outreach services to VCEA. Among its strengths, Circlepoint is the communications and outreach services vendor for the Peninsula Clean Energy (PCE) CCE program that serves 20 cities in San Mateo County. With community outreach and customer notification assistance from Circlepoint, PCE launched service in Fall 2016 and has achieved the lowest customer opt-out rate to-date of any CCE program in California (less than 2%).

In their proposal and during the interview, Circlepoint emphasized the need for proactive communication with member communities and key stakeholders to avoid misinformation or surprises during the launch phase of a CCE program. The general approach described in their proposal includes:

- Defining the goal
- Identifying the audience and issues
- Developing messaging
- Utilizing effective channels
- Evaluating and responding to input
- Measuring results and refining the outreach strategy

As described in Circlepoint's proposal, the key elements of their scope of work incorporate this approach and include:

- Program branding, design, and identity – brand development, website development, language translations;
- Outreach campaign design/materials – business toolkit, agricultural customer toolkit, senior citizen education toolkit, animated web site video;
- Community outreach/stakeholder engagement – program outreach support for in-person engagement, email newsletter engagement, and training for local individuals and community organizations interested in assisting VCEA in outreach efforts;
- Pre-launch marketing Campaign – VCEA service area multi-cultural advertising campaign including social media, digital marketing, print media, and outdoor advertising;
- Customer opt-out notification – fulfil the customer opt-out notification process including a minimum of four mailed notifications to each VCEA customer;
- Customer call center – work with call center vendor to develop VCEA script for call center agents.

Circlepoint's one year budget for the services included in its proposal is \$348,180. The average budget for the four vendors that submitted proposals in this category was approximately \$396,000. Note: since Woodland joined VCEA after the RFP interview process was concluded, none of the proposal budgets included the additional 23,500 opt-out customer notifications for Woodland. Based on the proposals budgets, the notification mail out costs are roughly 15-20% of the overall contract cost. Staff anticipates that the additional notifications will add an additional 10-15% to the overall contract cost.

Authorization to proceed and contracting

Staff is seeking authorization to proceed with negotiations and contracting with Circlepoint within the proposed scope of services, implementation plan, budget, and schedule included in their written proposal. If approved to proceed, the Interim General Manager, in consultation with VCEA Legal Counsel, will finalize a one year contract with Circlepoint for signature by the Board Chair based on the following parameters:

- Scope. Project scope, implementation plan, and schedule consistent with Circlepoint's proposal. Any significant changes to the scope, implementation plan, or length of schedule (number of months since VCEA deadlines are not currently fixed), will be brought back to the Board for consideration.
- Budget. A not to exceed amount of the proposed budget plus up to a 15% increase to accommodate additional customer notifications associated with an increase of approximately 23,500 additional customers in Woodland that were not included in the original RFP scope.
- Term. One year contract term with option to extend up to 3 years by mutual agreement at agreed prices with all other terms and conditions remaining the same (consistent with RFP language).

If negotiations are successful, staff would finalize signature of the contract with the Board Chair and begin work with Circlepoint to develop an outreach plan for VCEA and begin initial community outreach and web site updates. When completed, the final draft outreach plan would be brought back to the Board for consideration.

Attachments:

- Resolution
- Circlepoint Community Outreach, Marketing, and Customer Notification Proposal

VALLEY CLEAN ENERGY ALLIANCE

RESOLUTION NO. 2017- _____

A RESOLUTION OF THE VALLEY CLEAN ENERGY ALLIANCE APPROVING SELECTION OF CIRCLEPOINT AS THE COMMUNICATIONS AND OUTREACH SERVICE VENDOR FOR VCEA PROGRAM LAUNCH AND OPERATIONS AND AUTHORIZING THE VCEA INTERIM GENERAL MANAGER, IN CONSULTATION WITH VCEA LEGAL COUNSEL, TO NEGOTIATE A SERVICES CONTRACT WITH CIRCLEPOINT AND AUTHORIZING THE VCEA BOARD CHAIR TO APPROVE AND EXECUTE THE AGREEMENT UNDER THE TERMS SET FORTH HEREIN

WHEREAS, the Valley Clean Energy Alliance ("VCEA") is a joint powers agency established under the Joint Exercise of Powers Act of the State of California (Government Code Section 6500 et seq.) ("Act"), and pursuant to a Joint Exercise of Powers Agreement Relating to and Creating the Valley Clean Energy Alliance between the County of Yolo ("County") and the City of Davis ("Davis") and the City of Woodland ("City") (the "JPA Agreement"), to collectively study, promote, develop, conduct, operate and manage energy programs; and

WHEREAS, in December 2016 an RFP was released by the City of Davis on behalf of VCEA seeking proposals to provide program launch and operational services, including program communications and outreach services; and

WHEREAS, VCEA staff and members of the VCEA Advisory Committee reviewed and evaluated the RFP responses and completed vendor interviews in May 2017; and

WHEREAS, staff and the Advisory Committee's RFP subcommittee unanimously recommended Circlepoint to provide communications, outreach, and customer notification services to VCEA based on their overall combined strength of written proposal, interview, project team, experience, and cost proposal.

NOW, THEREFORE, the Board of Directors of the Valley Clean Energy Alliance resolves as follows:

1. Circlepoint is hereby approved as the Communications and Outreach service vendor for VCEA program launch and operations, subject to negotiation and approval of an agreement with Circlepoint that is consistent with this Resolution.
2. The VCEA Interim General Manager, in consultation with VCEA Legal Counsel, to is hereby authorized to negotiate a services contract with Circlepoint for approval and execution by the VCEA Board Chair under the following terms:
 - a. Scope. Project scope, implementation plan, and schedule consistent with Circlepoint's proposal (Exhibit A). Any significant changes to the scope,

- implementation plan, or length of schedule (number of months since VCEA deadlines are not currently fixed), will be brought back to the VCEA Board for consideration.
- b. Budget. A not to exceed amount of the proposed budget of \$348,180, plus up to a 15% increase to accommodate additional customer notifications associated with an increase of approximately 23,500 additional customers in Woodland that were not included in the original RFP scope.
 - c. Term. One year contract term with option to extend for up to 3 additional years by mutual agreement at agreed prices with all other terms and conditions remaining the same (consistent with RFP language).
3. The Chair of the Board is hereby authorized to approve and execute an Agreement with Circlepoint under the terms set forth in this Resolution.

ADOPTED, this _____ day of _____, 2017, by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Chair

Secretary

EXHIBIT A - CIRCLEPOINT PROPOSAL TO PROVIDE COMMUNITY OUTREACH, MARKETING, AND CUSTOMER NOTIFICATION SERVICES FOR VCEA

EXHIBIT A

CIRCLEPOINT PROPOSAL TO PROVIDE COMMUNITY OUTREACH, MARKETING, AND CUSTOMER
NOTIFICATION SERVICES FOR VCEA



Photo Credit: SunPower



January 13, 2017

**REQUEST FOR PROPOSALS
FOR SERVICES RELATED TO IMPLEMENTATION OF A
COMMUNITY CHOICE ENERGY (AGGREGATION) PROGRAM
SERVICE CATEGORY 2: COMMUNITY OUTREACH, MARKETING, AND CUSTOMER NOTIFICATION**

CITY OF DAVIS, JOINTLY AND ON BEHALF OF YOLO COUNTY AND VALLEY CLEAN ENERGY ALLIANCE JPA

SUBMITTED BY



TABLE OF CONTENTS

SECTION 1: LETTER OF TRANSMITTAL 1

SECTION 2: REFERENCES 5

SECTION 3: KEY PERSONNEL 7

SECTION 4: DESCRIPTION OF THE PROPOSED SERVICES 29

SECTION 5: IMPLEMENTATION PLAN AND SCHEDULE 35

SECTION 6: CREDENTIALS 49

SECTION 7: BUDGET DETAIL 51

APPENDIX A: WORK SAMPLES 53

This page intentionally left blank.

January 13, 2017

CCE/VCEA Multi-Service Technical & Administrative Tasks
RFP No. 1-CCE-1
Mitch Sears, Sustainability Manager
City of Davis, City Manager's Office
City Hall
23 Russell Boulevard
Davis, CA 95616

Subject: Service Category 2—Community Outreach, Marketing and Customer Notification for Valley Clean Energy Alliance (VCEA)

Dear Mr. Sears,

Thank you for the opportunity to submit our proposal to provide outreach, marketing and customer notification services for the Valley Clean Energy Alliance (VCEA), the County's community choice energy (CCE) program. For nearly 30 years, Circlepoint has developed and delivered full-service marketing and community outreach support, from conceptual design to campaign strategy and planning, through implementation and evaluation. Our promotional campaigns reach target audiences across multiple channels to change perceptions and motivate action. Our visual communications enhance a brand, convey messages, and create impact. We create print designs and illustrations that present ideas clearly to help audiences better receive and understand important information. Our branding and identity work illuminates core program messages and triggers immediate recognition, and our interactive materials support a project by inviting and enabling audiences to become active participants.

Circlepoint has developed unique and engaging campaigns for numerous public agencies, projects, and programs throughout California. We have had great success creating and implementing innovative marketing campaigns because we employ a tailored approach that motivates key audiences by appealing to their interests, preferences, and motivations. We reach audiences where they are by strategically mixing traditional media and outreach with new technology and creative promotions. We maximize a campaign's reach by utilizing partners on location and online to deliver messages directly to our key audiences. The result is an effective campaign that is uniquely crafted to raise awareness and effectively engage audiences.

Circlepoint is exceptionally well suited for this opportunity, as we are the communications and marketing company who helped successfully launch the first phase of Peninsula Clean Energy (PCE)—one of the largest CCE programs in California. We developed the Peninsula Clean Energy



OAKLAND

1814 Franklin Street
Suite 1000
Oakland, CA 94612
p: 510.285.6700
f: 510.285.6799

SACRAMENTO

455 Capitol Mall
Suite 410
Sacramento, CA 95814
p: 916.658.0180
f: 916.658.0189

SAN JOSE

46 S. First Street
San Jose, CA 95113
p: 408.715.1515

ORANGE

954 W. Town and
Country Road
Building B
Orange, CA 92868
p: 510.285.6700
f: 510.285.6799

LOS ANGELES

5971 W. Third Street
Los Angeles, CA 90063
p: 323.274.7730
www.circlepoint.com

name along with branding, web design and development, photo and video production, customer notification, collateral development, and a multichannel, multicultural advertising campaign to launch the program. Circlepoint continues to help PCE raise awareness and educate businesses and residents about the benefits of the program for Phase II of the launch. Phase I of the program launched in October 2016, and currently has an opt-out rate of less than 1%—the lowest opt-out rate of any CCE in California. You will find a more detailed look at our work on PCE in the case study included in the appendix on page 53.



Our team will be supported by our trusted partner, InterEthnica, the firm that has assisted us on PCE, as well as numerous other successful campaigns. Yolo County is highly diverse. For this reason, it is essential that multicultural marketing and outreach campaigns are performed by a company as proficient as InterEthnica. They go beyond basic translation and effectively engage the community's specific cultural values and linguistic needs. InterEthnica has created multicultural marketing and public engagement campaigns designed to reach diverse populations throughout California. They excel in designing and implementing projects in multiple languages, including English, Spanish, Chinese, Vietnamese, Korean, Tagalog, and Russian, and they are especially effective in reaching low income and Limited English Proficient (LEP) audiences.

Circlepoint is proud to be a Bay Area Certified Green Business that aims to protect, preserve and sustain our environment. Sustainable development is an intrinsic part of the work we do at Circlepoint. Our projects often champion sustainability. Beyond our portfolio, our culture embraces sustainable practices from top to bottom.

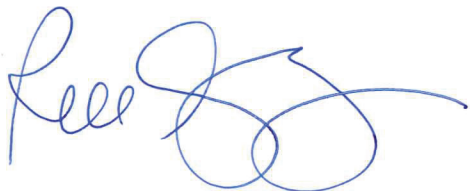
The distinguishing characteristics of our team include:

- Firsthand experience providing communication services for sustainable energy initiatives, including CCE and other clean energy programs;
- Award-winning professionals who design campaigns that raise awareness and increase engagement; and
- Best practices from a diverse range of skill sets to take a fresh approach to creative development and implementation.

Circlepoint is the legal name of our company. Our corporate address is 1814 Franklin Street, Suite 1000, Oakland, CA 94612. The corporate office phone number is (510) 258-6700; the fax number is (510) 285-6799. The main point of contact for this proposal is Nathan Wheadon, Project Manager. He can be reached via email at n.wheadon@circlepoint.com.

We look forward to meeting with you to discuss your vision for this opportunity and the immediate impact that we can have on this program.

Sincerely,



Rae Quigley

Director of Communications

This page intentionally left blank.

REFERENCES

BRING YOUR OWN SAC, 2015

Erin Treadwell, Community Outreach & Media Manager

City of Sacramento
2812 Meadowview Road, Bldg. 1
Sacramento, CA 95832
916-808-4934

etreadwell@cityofsacramento.org

Engagement Strategy, Branding, Messaging, Social Media, Collateral



PENINSULA CLEAN ENERGY, 2015–PRESENT

Dan Lieberman, Director of Marketing and Public Affairs

Peninsula Clean Energy
San Mateo County Office of Sustainability
455 County Center, 4th Floor
Redwood city, CA 94063
650-395-9190

dliberman@peninsulacleanenergy.com

Marketing, Outreach, Branding, Graphic and Web Design, Advertising (Digital, Print, Outdoor, Broadcast, Transit, Social), Video Production, Collateral, Social Media



SAVE OUR CITRUS, 2011–2016

Yindra Dixon, Public Affairs Specialist

United States Department of Agriculture
Animal and Plant Health Inspection Service
Legislative and Public Affairs
4700 River Road
Riverdale, MD 20737
301-851-4096

Yindra.T.Dixon@aphis.usda.gov

Public Education, Website Design, App Design, and Development, Search Engine Marketing, Advertising (Online, Mobile), Social Media, Video Production, Collateral



This page intentionally left blank.

KEY PERSONNEL



RAE QUIGLEY, PROJECT DIRECTOR

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6743 | f. 510.285.6799 | r.quigley@circlepoint.com

Rae builds trust with clients, cultivating meaningful partnerships and making their goals her own. Her experience in marketing and communications is wide-ranging—from strategizing with clients on how best to engage their audiences to providing sharp creative direction for communications across all media. She leads the communications team to develop and deliver unified branding programs and promotional campaigns that reach target audiences across multiple channels. Rae helps our clients stay current by employing the latest engagement tools and tactics, maximizing efficiency, and effectively engaging audiences online and offline.

Rae will be responsible for coordinating all operations under the agreement. She will provide comprehensive oversight necessary to ensure the best strategies are employed, the full resources of our team are applied, and your objectives are met.

YEARS OF EXPERIENCE

11

YEARS AT CIRCLEPOINT

6

EXPERTISE

- Strategy
- Creative Direction
- Branding and Identity Development
- Messaging
- Media Planning
- Social Media
- Project Management
- Writing

EDUCATION

- M.A., Visual and Critical Studies, California College of the Arts
- B.A., Studio Art and Spanish, Hamilton College

AFFILIATIONS

- San Francisco Planning & Urban Research Association (SPUR)
- AIGA

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County’s Community Choice Energy program. Rae has led the team to implement a multichannel, multilingual advertising campaign to launch PCE countywide.

SMART LIGHTING INITIATIVE, UC DAVIS

UC Davis is embarking on a campus-wide initiative to achieve a 60 percent reduction in energy consumption from lighting by 2015. The innovative program is being implemented as a working example for private industry, public agencies, and other campuses to follow. The University turned to Circlepoint to launch a campaign that educated tenants and neighbors about the retrofit. Rae worked closely with the client to develop a tailored marketing services approach for the project. She is leading the creative team to develop a unique program brand that fits within UC Davis’ identity standards and will be used in all communications materials. She is also overseeing the development of a comprehensive project-specific website designed to be engaging and informative while reinforcing core program messages and UC Davis’ reputation as a leader in sustainability.

OAKLAND RECYCLES, CITY OF OAKLAND

Oakland is embarking on an ambitious zero-waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. Oakland Recycles is a collaboration of the City of Oakland, California Waste Solutions, Waste Management of Alameda County, Inc. In December 2015, Circlepoint created and executed a multicultural advertising campaign for the program to encourage Oakland residents to recycle and compost during the holiday season. The campaign's objectives were to educate the residents of Oakland and motivate behavior change. To reach our audience in a fun, engaging way, we created a webpage on OaklandRecycles.com and a Facebook application featuring a holiday-themed recycling quiz. Rae oversaw the development of the initial campaign and continues to lead the development of continuing branding and messaging of Oakland Recycles.

SAVE OUR CITRUS PUBLIC EDUCATION CAMPAIGN, U.S. DEPARTMENT OF AGRICULTURE

The USDA hired Circlepoint to expand their existing Save Our Citrus campaign with a new focus aimed at reaching the general public, particularly travelers and consumers who might buy and transport citrus and the individuals and merchants that sell citrus through online retail sites. Rae worked with the Circlepoint project manager to develop the campaign's renewed marketing strategy, including online engagement tactics to reach previously untapped audiences and to generate greater pest/disease reporting and awareness. She oversaw the creative team as they streamlined and enhanced the program's website functionality to improve how people report cases of citrus diseases or pests. The team also developed a reporting iPhone app that allows users to submit local reports to the USDA.

The app captures user information and interacts with their camera and built-in GPS to provide geo-tagging and photos of symptoms to be attached to reports. The system is robust and has been deployed additionally to USDA inspectors in the field who will be able to use the App for their survey and inspection work in the field.

"BRING YOUR OWN SAC" CAMPAIGN, SACRAMENTO PLASTIC BAG BAN, CITY OF SACRAMENTO

In an effort to reduce the use of single-use plastic bags and encourage the use of reusable bags by consumers and retailers, the City of Sacramento unanimously passed the single-use plastic bag ordinance on March 31, 2015. In support of the ordinance, Circlepoint has developed a campaign brand, messaging strategy and accompanying outreach materials to raise awareness and change behavior among the City's identified target audiences. Rae leads the team to develop and deliver a unified branding strategy and marketing campaign that would reach target audiences across multiple channels. Her strategic vision employed the latest engagement tools and tactics, maximizing efficiency, and effectively engaging audiences online and offline.

SEA CHANGE SAN MATEO COUNTY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

The County of San Mateo is leading an effort to address the challenge of sea level rise in the Bay Area, which is among the top 10 hot spots for sea level rise impacts across the country. The County has assembled a broad coalition of governments to create a proactive solution by working across jurisdictional boundaries, including stakeholders and organizations peninsula-wide. Rae oversees the team in the delivery of the project.



ROCHELLE GERMANO, MEDIA AND OUTREACH MANAGER

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6726 | f. 510.285.6799 | r.germano@circlepoint.com

YEARS OF EXPERIENCE

10

YEARS AT CIRCLEPOINT

7

EXPERTISE

Public Outreach

Media Relations

Public Relations

Strategy

Research

Campaign Management

Copywriting

Digital & Social Media

Event Planning & Facilitation

EDUCATION

B.A., English, University of California, Berkeley

Rochelle is a communications and outreach specialist with nine years of experience at the national and regional level. She has demonstrated results in designing and implementing public outreach, behavior change, and marketing campaigns. She is currently working on the Doyle Drive Replacement Project (the Presidio Parkway), the Highway 4 Corridor Projects, the SFMTA Muni Forward project, the San Francisco Health Improvement Partnership, the Peninsula Clean Energy outreach campaign, the Pacific Surfliner marketing project, and other outreach and behavior change projects around the Bay Area. She has experience coordinating effective communications between the public and governmental agencies and a strong ability to translate complicated technical issues into easily understood terms. Rochelle also has extensive experience as a writer and editor, and is adept at new media outlets, video production, and script writing.

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County's Community Choice Energy program. Rochelle serves as Public Outreach and Media Manager and has led the media planning and buying for the campaign.

BRAND STRATEGY AND STRATEGIC COMMUNICATIONS, UNIVERSITY OF CALIFORNIA, DAVIS, DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE

The UC Davis Department of Family and Community Medicine (Department) is nationally respected for its medical research, and its commitment to serving the community. Circlepoint was tasked with developing the Department's brand strategy, which included a comprehensive brand audit and assessment. We created the Department's brand story that highlighted the personalized educational experiences of students, as well as its position as an industry leader in research for primary care and dedication to comprehensive patient-centered care. This effort included incorporating strategies from the Department's strategic plan, as well as identifying opportunities and tactics to increase public awareness. We will be hosting social media and media relations training with department staff to ensure they know how to use these channels to tell their brand story. We are also revamping the department's website for a more fluid and legible user experience, using

the brand story as a guide. Rochelle provided guidance for the creation of the brand story and the development of materials for the media relations training.

GLENDALE RECYCLES, CITY OF GLENDALE

The City of Glendale selected Circlepoint to develop an outreach and marketing campaign to reduce waste by increasing awareness of donation and reuse of resources to decrease dependence on the City's bulky item collection program, and reduce the Integrated Waste Management Division's current contamination rate of 20% by at least half. As Project Director, Rochelle leads the overall strategy and planning for the project.

SAN JOAQUIN REGIONAL RAIL SERVICE (BAY AREA) MARKETING AND OUTREACH, SAN JOAQUIN JOINT POWERS AUTHORITY

The San Joaquin Rail Service has grown to the fifth busiest intercity passenger rail service in the nation carrying about 1.2 million passengers a year with six daily round trips. Circlepoint is executing an integrated grassroots marketing campaign for the Bay Area portion of the project. Our work includes identifying and forging relationships with key stakeholders throughout this region, including major businesses, chambers of commerce, visitors bureaus, transit advocates, and local and regional elected officials. Through partnerships and presentations, we are building a coalition of supporters to increase ridership and revenue for the Amtrak San Joaquin in the most cost-effective ways possible. We also attend local events, assist with the creation of brochures and other collateral, and create graphics and messaging for the social media campaign for our region. Rochelle leads the overall strategy and planning for all marketing and communications activities for the Bay Area region.

MUNI FORWARD, SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY

Following on the work done through the TEP, the SFMTA has begun a comprehensive effort to modernize Muni by improving service for existing customers and increasing efficiency. The SFMTA hired Circlepoint to bring cohesion to the communications surrounding the many improvement projects and programs by creating an umbrella name and supporting campaign. The team developed a new brand for the improvements, Muni Forward, and has launched a new outreach program to educate the citizens of San Francisco about the range of projects and programs underway and planned for the future. Rochelle is an integral part of the communications team for this crucial transportation project. Her duties include managing staff and tracking budgets, developing overall messaging and strategies, developing content for collateral and the website, and finding new ways to engage audiences throughout the city.

DOMESTIC VIOLENCE AWARENESS CAMPAIGN, SAN FRANCISCO DEPARTMENT ON THE STATUS OF WOMEN

In 1998, San Francisco became the first city in the world to adopt a local ordinance reflecting the principles of the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). In the intervening years, the Department on the Status of Women has used the CEDAW human rights framework to guide its work and has developed a number of innovative programs and tools to advance women's human rights. In 2015, the Department hired Circlepoint to create a campaign for the October Domestic Violence Awareness month. The focus of this campaign was bystanders and engaging them to take a stand against abusers. Rochelle was the Project Manager on the contract and was responsible for maintaining the project budget and schedule, coordinating with vendors, assigning tasks, quality assurance, and client relations.



NATHAN WHEADON, PROJECT MANAGER

1814 Franklin Street, Suite 1000, Oakland, CA 94612

954 W. Town and Country Road, Building B, Orange, CA 92868

p. 714.617.4921 | f. 510.285.6799 | n.wheadon@circlepoint.com

YEARS OF EXPERIENCE

8

YEARS AT CIRCLEPOINT

1

EXPERTISE

Public Outreach
Marketing Campaigns
Social Media
Graphic Design
Event Planning
Project Management

EDUCATION

B.A., Communications
(with emphasis in Print
Journalism), California
State University,
Fullerton

Nathan is a marketing and communications professional with expertise in project management, as well as comprehensive campaign planning, development and implementation. His technical expertise includes social media, email marketing, online and print marketing, content creation and branding. Nathan is experienced in business development, public engagement, graphic design, print and web media, public relations, customer service, events, contract management and staff management.

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County's Community Choice Energy program. Nathan serves as Project Manager, working closely with the client and project team to implement all aspects of the marketing program.

GLENDALE RECYCLES, CITY OF GLENDALE

The City of Glendale selected Circlepoint to develop an outreach and marketing campaign to reduce waste by increasing awareness of donation and reuse of resources to decrease dependence on the City's bulky item collection program, and reduce the Integrated Waste Management Division's current contamination rate of 20% by at least half. Nathan is the Project Manager and coordinates all tasks, including creating the campaign slogan and brand name. He also drafted all copy for collateral, such as web, flyers, door hangers, and postcards.

SAN MATEO COUNTY OFFICE OF SUSTAINABILITY WEBSITE, SAN MATEO COUNTY

The County of San Mateo's Office of Sustainability initiated a redesign of their existing website in order to better reflect the dynamic and innovative work produced by the new OOS team. Circlepoint was hired to provide a contemporary website design, with an emphasis on simple navigation and a user-friendly interface. Nathan is collaborating with the client and web team to rebrand the website. He is coordinating all content migration.

EXPRESS BUS STUDY, NAPA VALLEY TRANSPORTATION AUTHORITY

NVTA aimed to investigate, analyze and determine the feasibility of updating and expanding the Vine express bus system in Napa County.

The study intended to identify corridors, locations, routes, and a fare structure system for rapid bus service. Additionally, the study evaluated existing routes, operating guidelines, and specified infrastructure investments to improve Vine Transit operating times in order to safely and effectively transport Vine riders to key destinations throughout Napa County. Circlepoint was selected to develop a public outreach plan, which included suite of collateral, marketing materials, and advertisements. All of the elements were created to drive audiences to an online survey, where they could provide their input on commuting experiences in Napa County. As Project Manager, Nathan was responsible for organizing and delegating all tasks associated with Circlepoint. He wrote the copy and helped to edit the MetroQuest survey. He also developed the marketing strategy, created the social media advertisements, and wrote all of the copy for the social media posts and ads, as well as the printed material.

CARPPOOL INSTEAD CAMPAIGN, CONTRA COSTA TRANSPORTATION AUTHORITY

The Contra Costa Transportation Authority (CCTA) and Carma were joint recipients of a federal grant to implement an incentive-based Real-time Rideshare program along the I-80 corridor in Contra Costa County. Circlepoint conceived, designed, and is implementing a marketing campaign (“Carpool Instead”) that specifically emphasizes the program benefits that matter most to the target audience—time and cost savings and convenience. Nathan is supporting the project team with content development, creating the social media editorial calendar, writing blog posts, coordinating graphic development for social media, managing the social media hashtag campaign including purchasing and sending prizes to entries, creating and managing ads for social media, coordinating media buys with Pandora and KQED radio, creating scripts for radio ads, developing/coordinating print materials, and developing content for the client e-newsletter.

LIVERMORE ACTIVE TRANSPORTATION PLAN

The Livermore Active Transportation Plan will be a comprehensive citywide effort that will guide, prioritize, and implement a network of quality bicycle and pedestrian facilities to improve mobility, connectivity, public health, physical activity, and recreational opportunities. Nathan has worked to develop a social media calendar, messaging for public meetings, and he is assisting with creating content for the public participation plan.

LATE NIGHT TRANSPORTATION, SAN FRANCISCO OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT

The OEWD, which oversees the Late Night Transportation initiative, selected Circlepoint to develop and implement a coordinated multilingual and multi-channel information campaign to help raise awareness of existing late night and early morning transportation options among San Francisco workers, residents, and visitors. Nathan has assisted with pop-up event and guerrilla marketing event ideation, and the development of an action plan for the program launch.

LOS ANGELES ZOO & BOTANICAL GARDENS MASTER PLAN, CITY OF LOS ANGELES DEPARTMENT OF THE ZOO

The Los Angeles Zoo is embarking on the development of a Master Plan with a forward-thinking analysis and consideration of the Zoo’s Vision Statement for 2028, structures and site conditions, financial sustainability, conservation, education and visitor experiences. Nathan is supporting the Circlepoint team with a variety of tasks including creating the public outreach plan for this effort. He is also leading all Circlepoint team tasks with the development and launch of the project website and drafting all website copy.



SARAH SEWARD, SENIOR ART DIRECTOR

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6750 | f. 510.285.6799 | s.seward@circlepoint.com

Driven by passion and optimism to design for the greater good, Sarah enjoys working with folks who get excited about the big picture. A production artist with 14 years of experience, voracious reader of all-things design, and graduate of the School of Graphic Design at the Academy of Art University, Sarah's work embodies a healthy blend of professional experience, fresh creativity, and academic rigor. She has collaborated with a number of agencies, partners and studios to contribute to work for clients including, the International Union for Conservation of Nature, the California Charter Schools Association, Alive and Free Richmond, Little Pickle Press, Motorola Mobility, Microsoft, Internet Explorer and Air New Zealand. Her skills include branding and identity development, print, web and interactive design, illustration and information design.

YEARS OF EXPERIENCE

14

YEARS AT CIRCLEPOINT

5

EXPERTISE

- Art Direction
- Graphic Design
- Concept Development
- Print and Digital
- Project Management
- Video Production
- Web Design

EDUCATION

B.F.A., Graphic Design,
Academy of Art
University

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County's Community Choice Energy program. Sarah led the development of the PCE brand and its energy product brand. She was also responsible for creating the advertising campaign concept and look and feel, guiding the art direction of all print and video campaign assets.

OAKLAND RECYCLES, CITY OF OAKLAND

Oakland is embarking on an ambitious zero-waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. Oakland Recycles is a collaboration of the City of Oakland, California Waste Solutions, Waste Management of Alameda County, Inc.

With new service beginning July 1, 2015, Circlepoint was hired to design and launch the new website by June 30th so people could visit the site for updated program information. As the Art Director on the project, Sarah provided art direction and hands-on design (concept through launch) for the project website and all associated assets. She also served as client liaison presenting concepts to the client team, led the creation of a multi-channel holiday advertising campaign, and managed the creative team to deliver the project website and campaign on time and within budget.

SAVE OUR CITRUS PUBLIC EDUCATION CAMPAIGN, U.S. DEPARTMENT OF AGRICULTURE

The USDA hired Circlepoint to expand their existing Save Our Citrus campaign with a new focus aimed at reaching the general public, particularly travelers and consumers who might buy and transport citrus and the individuals and merchants that sell citrus through online retail sites. As Art Director, Sarah leads the creative development for the Save Our Citrus awareness campaign by collaborating with the client and project team to develop messaging, and creative assets for new media. As part of the 2014 campaign, Sarah developed digital advertising banners, print outreach materials and a short animated video to help raise awareness about the spread of citrus disease. She also developed visuals and lead execution of a popular Facebook quiz inviting members of the public to put their knowledge to the test and see how their Citrus IQ measures up. <http://saveourcitrus.org>

“BRING YOUR OWN SAC” CAMPAIGN, SACRAMENTO PLASTIC BAG BAN, CITY OF SACRAMENTO

In an effort to reduce the use of single-use plastic bags and encourage the use of reusable bags by consumers and retailers, the City of Sacramento unanimously passed the single-use plastic bag ordinance on March 31, 2015. In support of the ordinance, Circlepoint has developed campaign brand, messaging strategy and accompanying outreach materials to raise awareness and change behavior among the City's identified target audiences. This campaign won three awards for its marketing and graphics, public service announcement, and branded materials and collateral. Sarah collaborated closely with the design team and client, leading campaign concept development and providing art direction, as well as hands-on design throughout the creative branding process. She also played a key role in presenting work to the client and collaborating with stakeholders to ensure the creative solution fulfills all organization goals. Currently, Sarah serves as the

day-to-day client contact and has also led development of branded BYOS materials including project web page, poster, social media assets, a Facebook advertising campaign, retailer toolkit and various outreach pieces.

SEA CHANGE SAN MATEO COUNTY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

The County of San Mateo is leading an effort to address the challenge of sea level rise in the Bay Area, which is among the top 10 hot spots for sea level rise impacts across the country. The County has assembled a broad coalition of governments to create a proactive solution by working across jurisdictional boundaries, including stakeholders and organizations peninsula-wide. Sarah oversees the creative direction for the entire project, from the branding and messaging to the visual interface of the website. She manages on-going client relations and oversees the creative team's continued work on the project.

NAPA-SOLANO EXPRESS MARKETING, NAPA COUNTY TRANSPORTATION & PLANNING AUTHORITY

Circlepoint is developing a cohesive strategy to improve public perception and raise awareness of NCTPA and its key services, working directly with staff to build a cohesive brand identity and messages that illustrate a strong direction for the organization and can be applied to all initiatives. As Senior Graphic Designer, Sarah led creative development of messaging and visuals to market the Napa-Solano Express, a new service launched by the NCTPA in July 2013. Outreach materials included bilingual print collateral and digital assets. Sarah is also involved in crafting a fresh look for the NCTPA's VINE Transit service. Sarah will work closely with staff at the NCTPA to develop a strong conceptual approach to updating the VINE brand to better reflect the value of its transit services. Initial updates will include refreshing the VINE social media presence and generating fresh and engaging assets for social media sharing.



AMIE KRAGER, SENIOR GRAPHIC DESIGNER

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6737 | f. 510.285.6799 | a.krager@circlepoint.com

Discovering the deeper meaning behind a message and being able to communicate it in a way that is not only clear, but also visually stimulating has always been an important goal for Amie. With a degree in Graphic Design and Anthropology, Amie has developed an understanding of how design can be a powerful aid in delivering important issues to specific audiences. She also enjoys creative problem solving while designing a product that is successful aesthetically and functionally. Her experience includes print work, branding and identity, illustration and information design, web layout and environmental signage. Amie also has experience designing State Park and museum interpretive and interactive panels.

YEARS OF EXPERIENCE

7

YEARS AT CIRCLEPOINT

5

EXPERTISE

- Graphic Design
- Print Material & Collateral
- Brand Identity
- Web Design Layout
- Informational Graphics
- Environmental Graphics

EDUCATION

- B.F.A., Graphic Design, Academy of Art University
- B.A., Anthropology, California State University, Chic

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County's Community Choice Energy program. Amie was responsible for designing the PCE website's visual interface, all program collateral, and social media graphics.

"BRING YOUR OWN SAC" CAMPAIGN, SACRAMENTO PLASTIC BAG BAN, CITY OF SACRAMENTO

In an effort to reduce the use of single-use plastic bags and encourage the use of reusable bags by consumers and retailers, the City of Sacramento unanimously passed the single-use plastic bag ordinance on March 31, 2015. In support of the ordinance, Circlepoint has developed a campaign brand, messaging strategy and accompanying outreach materials to raise awareness and change behavior among the City's identified target audiences. Amie developed supporting graphic illustrations for the campaign brand and designed outreach material including posters, informational flyers, pop-ups, and social media graphics.

SMART LIGHTING INITIATIVE, UC DAVIS

UC Davis embarked on a campus-wide initiative to achieve a 60 percent reduction in energy consumption from lighting by 2015. The innovative program is being implemented as a working example for private industry, public agencies, and other campuses to follow. The University turned to Circlepoint to launch a campaign that educated tenants and neighbors about the retrofit. As graphic designer on the project, Amie developed a unique brand identity for the program, which was featured on all project

materials, including the website.

SAVE OUR CITRUS PUBLIC EDUCATION CAMPAIGN, U.S. DEPARTMENT OF AGRICULTURE

The USDA hired Circlepoint to expand their existing Save Our Citrus campaign with a new focus aimed at reaching the general public, particularly travelers and consumers who might buy and transport citrus and the individuals and merchants that sell citrus through online retail sites. Amie served as graphic designer for the national campaign, as well as for the targeted California-specific pilot program. She developed print and digital outreach assets for the project state partners' toolkit, as well.

OAKLAND RECYCLES, CITY OF OAKLAND

Oakland is embarking on an ambitious zero-waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. Oakland Recycles is a collaboration of the City of Oakland, California Waste Solutions, Waste Management of Alameda County, Inc. Amie has provided graphic support for advertisements, such as newspaper, transit, and bus shelter ads.

SEA CHANGE SAN MATEO COUNTY, COUNTY OF SAN MATEO

The County of San Mateo is leading an effort to address the challenge of sea level rise in the Bay Area, which is among the top 10 hot spots for sea level rise impacts across the country. The County has assembled a broad coalition of governments to create a proactive solution by working across jurisdictional boundaries, including stakeholders and organizations peninsula-wide. Amie has developed graphic

illustrations for the project and provides design support for collateral.

ELMHURST FOOD TO FUEL PROGRAM, CITY OF SACRAMENTO

The Elmhurst community was selected to participate in a 12-month Food to Fuel pilot program to help chart the future of waste disposal for the City of Sacramento. The goal of the project was to engage a specific neighborhood of residents to participate in the short-term pilot program and gather data about the food scrap composition and its potential to be used for fuel conversion. The City of Sacramento partnered with Circlepoint to develop a brand identity and outreach campaign in support of the food-to-fuel program. Circlepoint assisted the city with development of project branding and messaging as well as the creation of coordinating informational materials. To successfully engage the target market to participate in the program Amie designed eye-catching collateral including: program stickers, signage, exhibit materials and social media graphics. The program successfully collected 2,200 pounds of food scraps.

ON-CALL COMMUNICATIONS, CITRUS HEIGHTS WATER DISTRICT (CHWD)

Circlepoint helps CHWD develop messages and communicate with its customers about district news and water conservation messages through a variety of channels. Amie designs the CHWD biannual publication, "WaterLine." This newsletter is mailed to each household and business within CHWD's 64,000-person service area. Content includes updates on regional and statewide water policies, information on capital improvement projects and rate changes, tips for



KIRK NELSON, SENIOR WEB DESIGNER

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6741 | f. 510.285.6799 | k.nelson@circlepoint.com

YEARS OF EXPERIENCE

11

YEARS AT CIRCLEPOINT

5

EXPERTISE

Implementation of Dynamic, Database-driven Websites
XHTML Integration with CSS, Javascript, MySQL and PHP
Website Concepting, Layout, User Interface and Navigation Design

EDUCATION

Computer Graphics and Animation MCAD, Minneapolis, MN
Filmmaking, Film in the Cities, Minneapolis, MN
Graphic Arts and Design, UW Stout, Menomonie, WI

Kirk Nelson has over 10 years of experience designing and developing websites for clients in a diverse range of industries, including energy, transportation, healthcare, real estate, legal, advertising, consulting services and the arts. He is skilled in print design, web site architecture, creative layout, hand scripting and implementation of Content Management Systems. He is meticulous about user experience and imposes strict quality standards and adherence to accessibility standards in all his work. Kirk constantly educates himself on current web technology and development to stay abreast of web design and technology trends and best practices for mobile and web browsers alike.

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County's Community Choice Energy program. Kirk oversaw the development of the multi-lingual, Wordpress-powered, responsive website, which required close collaboration with other consultants to integrate the opt-up, opt-down, and opt-out iframes. <http://peninsulacleanenergy.com>

SMART LIGHTING INITIATIVE, UC DAVIS

UC Davis embarked on a campus-wide initiative to achieve a 60 percent reduction in energy consumption from lighting by 2015. The innovative program is being implemented as a working example for private industry, public agencies, and other campuses to follow. The University turned to Circlepoint to launch a campaign that educated tenants and neighbors about the retrofit. As web designer on the project, Kirk created a comprehensive project-specific website designed to be engaging and informative while reinforcing core program messages and building upon UC Davis' reputation as a leader in sustainability. The site is rich and inviting, with an easy and intuitive interface.

SAVE OUR CITRUS PUBLIC EDUCATION CAMPAIGN, U.S. DEPARTMENT OF AGRICULTURE

The USDA hired Circlepoint to expand their existing Save Our Citrus campaign with a new focus aimed at reaching the general public, particularly travelers and consumers who might buy and transport citrus and the individuals and merchants that sell citrus through online retail sites. We are using new online engagement strategies and tactics to

reach previously untapped audiences and to generate greater pest/disease reporting and awareness. For one, we streamlined and enhanced their website functionality for the reporting function, where people report cases of citrus diseases or pests. The revised functionality allows users to review photos with signs and symptoms of all major citrus infections to serve as a visual diagnostic tool for identification purposes. We also added a photo uploading feature so that users can attach a photo as part of their reporting.

<http://www.saveourcitrus.org/> and
<http://salveloscitricos.org>

OAKLAND RECYCLES, CITY OF OAKLAND

Oakland is embarking on an ambitious zero-waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. Kirk developed a Wordpress-powered, responsive website that the city can manage complete with forms for users to sign up for recycling services and easy-to-read resources that help educate the public on recycling procedures.

OAKLAND CENTRAL, DOWNTOWN OAKLAND ASSOCIATION AND THE LAKE MERRITT/UPTOWN DISTRICT ASSOCIATION

In 2014, the Downtown Oakland Association and the Lake Merritt/Uptown District Association partnered with Circlepoint to develop a new brand identity and accompanying website showcasing Oakland's Uptown and Downtown Districts. The message-driven, image-rich website includes many unique features to create an engaging online experience. These features include the Scoop, which profiles local businesses, amenities, and community leaders, and the Buzz, which automatically curates social conversations related to the Oakland Central brand in one streaming feed by using a social media aggregator. Kirk developed a user-centric structure for this site that encourages deep

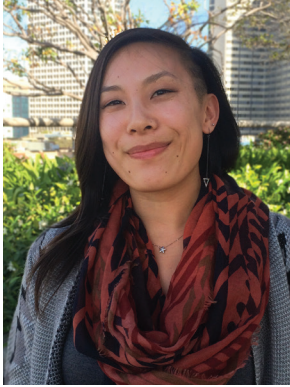
engagement. His integration of multiple self-populating site features keeps the site fresh for return visitors and easy for the project owners to maintain. He also conducted screen share and CMS training for the client, empowering them to make regular updates to the site.

SEA CHANGE SAN MATEO COUNTY, COUNTY OF SAN MATEO

The County of San Mateo is leading an effort to address the challenge of sea level rise in the Bay Area, which is among the top 10 hot spots for sea level rise impacts across the country. The County has assembled a broad coalition of governments to create a proactive solution by working across jurisdictional boundaries, including stakeholders and organizations peninsula-wide. Kirk was responsible for developing the sitemap used for building the Sea Change website, as well as developing documentation for facilitating CMS training with the client. He also conducted quality assurance and site optimization to ensure an user experience across the spectrum of screen sizes.
<http://seachangesmc.com/>

MUNI FORWARD, SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY

The Transit Effectiveness Project (TEP) is a comprehensive effort by the SFMTA and the San Francisco Controller's Office initiated in 2006, to review and evaluate San Francisco's Muni transit system and recommend ways to modernize Muni by improving service for existing customers and increasing efficiency. Kirk developed a microsite to collect feedback from San Francisco residents about changes to the transit system. Kirk led the development and launch of a multi-lingual micro site <http://muniforward.com/> which highlights the programs that SFMTA will implement to improve the city's transit and the specific projects.



ADRIENNE LAM, DESIGNER

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6752 | f. 510.285.6799 | a.lam@circlepoint.com

YEARS OF EXPERIENCE

4

YEARS AT CIRCLEPOINT

2

EXPERTISE

- Graphic Design
- Concept Development
- Print Material
- Branding
- Photography
- Photo editing
- Web Design and Development
- Website Maintenance

EDUCATION

- B.A., Visual Arts (Media), University of California, San Diego
- B.A., Economics, University of California, San Diego

A skilled graphic designer, web designer, and photographer, Adrienne is a multidisciplinary artist who is passionate about designing for marketing projects. She has over three years of graphic design job experience and is proficient with both PCs and Macs. She is responsible for layout, design, and production activities to produce quality graphic design artwork. She provides these services to deliver a wide range of materials, including display boards, newsletters, brochures, presentation materials, signage, and other publications. For print projects, she is responsible for design and printing production from conception through final production. For web projects, she supports all phases, from design and development to ongoing maintenance.

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County's Community Choice Energy program. Adrienne was responsible for implementing the chosen branding and the visual design for the project site. She also assisted with the production of the website, creating many of the graphics. Adrienne continues to provide on-going support, assisting the program team and updating the site's content.

OAKLAND RECYCLES, CITY OF OAKLAND

Oakland is embarking on an ambitious zero-waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. With new service beginning July 1, 2015, Circlepoint was hired to design and launch the new OaklandRecycles.com website by June 30th so people could visit the site for updated program information. Adrienne assisted with the production of the website, from preparing graphics to coding and styling. She was also responsible for configuring and testing the functionality for the tabbed content and anchored links.

SAVE OUR CITRUS PUBLIC EDUCATION CAMPAIGN, U.S. DEPARTMENT OF AGRICULTURE

The USDA hired Circlepoint to expand their existing Save Our Citrus campaign with a new focus aimed at reaching the general public, particularly travelers and consumers who might buy and transport citrus

and the individuals and merchants that sell citrus through online retail sites. Adrienne's role on the project has included creating graphics for new media channels, making updates to the website, including redesigning the site's resource page to be more user-centric. Adrienne assisted with the production of the project's animation PSA video, adjusting artwork, integrating voice over and music and optimizing for YouTube.

<http://saveourcitrus.org> and
<http://salveloscitricos.org>

"BRING YOUR OWN SAC" CAMPAIGN, SACRAMENTO PLASTIC BAG BAN, CITY OF SACRAMENTO

In an effort to reduce the use of single-use plastic bags and encourage the use of reusable bags by consumers and retailers, the City of Sacramento unanimously passed the single-use plastic bag ordinance on March 31, 2015. In support of the ordinance, Circlepoint has developed a campaign brand, messaging strategy and accompanying outreach materials to raise awareness and change behavior among the City's identified target audiences. Adrienne assisted with developing the graphics for both collateral and social media.

SEA CHANGE SAN MATEO COUNTY, COUNTY OF SAN MATEO

The County of San Mateo is leading an effort to address the challenge of sea level rise in the Bay Area, which is among the top 10 hot spots for sea level rise impacts across the country. The County has assembled a broad coalition of governments to create a proactive solution by working across jurisdictional boundaries, including stakeholders and organizations peninsula-wide. Adrienne took lead on developing the project word mark and visual design of the Sea Change site. From custom interactive solutions to responsive QA, she played a key role in defining the sites functionality, as well as developing the site.

Adrienne continues to provide on-going support, assisting the program team and updating the site's content.
<http://seachangesmc.com/>

NAPA LOCAL FOOD WEBSITE, NAPA COUNTY AGRICULTURAL COMMISSIONER'S OFFICE

The Napa County Agricultural Commissioner and the Napa Local Food Advisory Council (LFAC) identified the need to create a community forum and resource that advocates for a sustainable local food system in Napa County. Circlepoint collaborated with the Napa County Agricultural Commissioner's Office and the LFAC to develop and implement the Napa Local Food website, for visitors to learn and talk about overlapping issues related to local and sustainable food systems and food security. Adrienne supports the project website by adding biweekly content updates to the site and populating the events calendar. Adrienne also illustrates highly visual social media graphics for monthly promotional campaigns keeping the site fresh and visible to a variety of visitors.
<http://napalocalfood.com>

MUNI FORWARD, SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY

The SFMTA hired Circlepoint to bring cohesion to the communications surrounding the many improvement projects and programs by creating an umbrella name and supporting campaign. The team developed a new brand for the improvements, Muni Forward, and has launched a new outreach program to educate San Francisco residents about the range of projects and programs underway and planned for the future. Adrienne provides periodic graphic and content updates to the website, creating new pages and refreshing the homepage slider as needed. She also performs monthly Google Analytics analysis and generates custom reports for the client and project team to review.



DIANA SONNE, GRAPHIC DESIGNER

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6728 | f. 510.285.6799 | d.sonne@circlepoint.com

Diana has over ten years of experience as a graphic designer with an emphasis in communications design. She brings with her education and experience in city planning, which informs her graphic design work. Her software knowledge includes Adobe Creative Suite, WordPress, Microsoft Office. Diana previously chaired the Presidio Knolls School Yearbook Committee and served on the Board of Directors of the San Francisco Big Sibling Program.

YEARS OF EXPERIENCE

10

YEARS AT CIRCLEPOINT

2

EXPERTISE

- Graphic Design
- Concept Development
- Print Material
- Web Design
- Mandarin Chinese

EDUCATION

- Professional Sequence in Graphic Design, University of California, Berkeley Extension
- M.A., City Planning, University of California, Berkeley
- B.A., Environmental Analysis, University of California, Irvine

SELECTED PROJECT EXPERIENCE

PENINSULA CLEAN ENERGY, COUNTY OF SAN MATEO OFFICE OF SUSTAINABILITY

Circlepoint was hired by San Mateo County to provide branding, graphic design, and web design, customer notification, social media, and marketing services for the County’s Community Choice Energy program. Diana provided production design services for the advertising campaign. She created all the print ads for the Chinese-language publications and resized ads for multiple placements.

EXPRESS BUS STUDY, NAPA VALLEY TRANSPORTATION AUTHORITY

The Napa Valley Transportation Authority (NVTA) aimed to investigate, analyze and determine the feasibility of updating and expanding the Vine express bus system in Napa County. The study intended to identify corridors, locations, routes, and a fare structure system for rapid bus service. Additionally, the study evaluated existing routes, operating guidelines, and specified infrastructure investments to improve Vine Transit operating times in order to safely and effectively transport Vine riders to key destinations throughout Napa County. Circlepoint was selected to develop a public outreach plan, which included suite of collateral, marketing materials, and advertisements. All of the elements were created to drive audiences to an online survey, where they could provide their input on commuting experiences in Napa County. As graphic designer, Diana created collateral including posters, postcards, a fact sheet, social media graphics, and a website banner.

INFORMATION SUPPORT SERVICES FOR I-80 INTEGRATED CORRIDOR MANAGEMENT: ADAPTIVE TRAFFIC MANAGEMENT AND ADAPTIVE RAMP METERING, CALTRANS

Circlepoint is working with Caltrans and project partners to inform motorists, elected officials, neighboring communities, transportation agencies and other stakeholders about what to expect during construction and systems testing of Intelligent Transportation Systems

being implemented in the I-80 corridor. Diana has designed digital, interactive, and print information materials for the project including exhibit boards and newspaper ads.

BART ACCESSTECH CONFERENCE, BART

BART is interested in tapping into the rich technology knowledge-base in the Bay Area to help improve transit access via smart phone apps and other emerging technologies for customers who are disabled. Circlepoint assisted BART with planning, arranging, and executing AccessTech, an all-day forum for the agency, its riders and planners, disability community advocates, and technology developers to dive into BART's latest accessibility efforts. Diana created the logo and wayfinding signage for the conference, as well as branding and design templates for collateral.

POPULATION HEALTH PROGRAM COMMUNICATION SUPPORT SERVICES, NAVY MEDICAL CENTER SAN DIEGO—BALBOA/CAMP PENDLETON

Circlepoint is assisting the Naval Medical Center San Diego (NMCS D) to accomplish its mission of optimizing the health of its beneficiaries through critically needed population health programs. The scope of work for the project includes community networking, marketing health promotion events, focus groups, market research, and the development of an online experience that engages beneficiaries, stakeholders and community partners. As graphic designer, Diana is responsible for design of print materials to help NMCS D reach military families. She is also assisting with infographic development and design, as well as social media graphic support.

BIKE AWARENESS MARKETING, ORANGE COUNTY TRANSPORTATION AUTHORITY (OCTA)

OCTA continuously encourages bicycling as a healthy and environmentally responsible transportation alternative and seeks ways to improve the transportation system to enhance safety and mobility for cyclists and pedestrians.

Diana is supporting OCTA's Bike Awareness Campaign with the development and design of digital and print advertisements, event collateral design, and production coordination.

THOUSAND OAKS BOULEVARD UNDERGROUNDING PROJECT, CITY OF THOUSAND OAKS

The City of Thousand Oaks is working with Southern California Edison, Time Warner Cable and Crown Castle to improve Thousand Oaks Boulevard by removing approximately 1.5 miles of overhead electrical wires. Diana is helping with the development of communications materials and design including: project factsheets, contact cards, brochures, mailers, maps and web design mockups.

PACIFIC SURFLINER MARKETING SERVICES, LOS ANGELES—SAN DIEGO—SAN LUIS OBISPO RAIL CORRIDOR AGENCY (LOSSAN)

Circlepoint is working with LOSSAN to develop a comprehensive marketing campaign to improve recognition of the Pacific Surfliner service and increase off-peak ridership. This includes integrating market research and surveys with best practices and online analytics to produce a campaign using the most effective methods to reach target audiences. Circlepoint developed materials to promote the new Transit Transfer program for Surfliner. This included creating a word mark for the program, a rack card, transit ads, social media ads, and email marketing content. We are also revamping the café menu and drink menu for the trains. Diana created social media advertisements, posters, and signage for the program.

EAST BAY BUS RAPID TRANSIT (BRT), AC TRANSIT

Amie developed many outreach pieces and notices for public meetings on AC Transit's East Bay Bus Rapid Transit project. Many of the pieces included layouts in multiple languages, route-specific graphics and maps, and targeted outreach language. Diana assisted in the AC Transit BRT fact sheet, as well as route-specific flyers.



SABRINA MORALES, PROJECT ASSOCIATE

1814 Franklin Street, Suite 1000, Oakland, CA 94612

p. 510.285.6751 | f. 510.285.6799 | s.morales@circlepoint.com

Sabrina is a public outreach coordinator with five years of professional experience. She possesses excellent written, editorial, research, and verbal communication skills and has a strong ability to build rapport with target audiences. Her passion is collaborating with members of underserved communities to increase participation in public project processes and programs. Sabrina’s expertise includes public outreach, event planning, database management, copywriting, and Spanish language fluency (written and verbal).

YEARS OF EXPERIENCE

5

YEARS AT CIRCLEPOINT

1

EXPERTISE

- Public Outreach
- Bilingual (English and Spanish)
- Copywriting
- Database Management
- Event Planning
- Graphic Design

EDUCATION

- M.A., Applied Anthropology San José State University
- B.A., Cultural Geography, San José State University

SELECTED PROJECT EXPERIENCE

OAKLAND RECYCLES, CITY OF OAKLAND

Oakland is embarking on an ambitious zero-waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. Oakland Recycles is a collaboration of the City of Oakland, California Waste Solutions, Waste Management of Alameda County, Inc. Sabrina provided in-language copywriting to ensure campaign messages resonated with Spanish-speaking audiences and weren’t merely translated.

NAPA LOCAL FOODS WEBSITE, COUNTY OF NAPA

Circlepoint has been tasked to design and develop an appealing, easily accessible and navigable website, including website content, that serves as a dynamic community forum, information hub, and advocate for a sustainable local food system in Napa County. Supporting the project throughout the design process, Sabrina serves as webmaster, providing content updates on local events, organizations and news related to local and sustainable food systems.

SAN JOAQUIN RAIL SERVICE BAY AREA MARKETING AND OUTREACH, SAN JOAQUIN JOINT POWERS AUTHORITY

The San Joaquin rail service has grown to the fifth busiest intercity passenger rail service in the nation carrying about 1.2 million passengers a year with six daily round trips (four between Oakland and Bakersfield and two between Sacramento and Bakersfield). Projections show even greater ridership in the years to come. This growth and a renewed interest in commuter rail service presents the opportunity to increase awareness of rail as a safe, comfortable, stress-free and sustainable way to get around. Circlepoint is developing the outreach and marketing plan for the Bay Area portion of the project. Sabrina focuses on creating outreach campaigns and strategies to increase ridership to and from the Bay Area.

She develops relationships with local agencies for cross-promotional opportunities, coordinates production of marketing collateral, and maintains the project's outreach database.

BART ACCESSTECH CONFERENCE, BART

BART is interested in tapping into the rich technology knowledge-base in the Bay Area to help improve transit access via smart phone apps and other emerging technologies for customers who are disabled. Circlepoint assisted BART with planning, arranging, and executing AccessTech, an all-day forum for the agency, its riders and planners, disability community advocates, and technology developers to dive into BART's latest accessibility efforts. Sabrina's role in this effort was to research and secure relevant panelists, whose work reflects the objectives of the conference, coordinate website updates with guest speaker information, and assist with event logistics.

ACEFORWARD ALTAMONT CORRIDOR, ALAMEDA CORRIDOR EXPRESS

San Joaquin Regional Rail Commission, in coordination with the California High Speed Rail Authority, is targeting outreach to raise awareness of existing Altamont Corridor Express (ACE) train and rail services, as well as planned improvements. ACEforward is focused on near-term improvements in the existing corridor and on local leadership. Circlepoint provides communications and outreach support by working directly with the project delivery team. Sabrina manages multiple aspects of a targeted public outreach campaign that includes stakeholder database development and maintenance, CEQA noticing protocol for the Environmental Impact Report (EIR) draft, and creation of a digital media strategy for program awareness and engagement.

CBOSS/PTC CALTRAIN MODERNIZATION (CALMOD) PROJECT, CALTRAIN

The Circlepoint team is providing construction communications and outreach support for the installation of the Communications Based Overlay Signal System (CBOSS)/Positive Train Control (PTC) as mandated by the Federal Government. Circlepoint is providing a variety of communications services including an informational hotline, email, weekly schedule updates on what the community can expect regarding construction, radius mailers notifying communities of construction activities and website updates. Sabrina manages multiple public outreach communications tools as well as production, preparation, and distribution of outreach and collateral materials.

I-80/SAN PABLO DAM ROAD INTERCHANGE PROJECT, CONTRA COSTA TRANSPORTATION AUTHORITY

This project will improve traffic operations, reduce traffic congestion, provide efficient and safe bicycle/pedestrian access at the interchange, and accommodate future traffic volumes on San Pablo Dam Road. Sabrina managed Spanish-language collateral development for targeted mailings for multiple public meetings.



STEPHANIE TOLBERT, PROJECT COORDINATOR

455 Capitol Mall, Suite 410, Sacramento, CA 95814

p. 510.285.6739 | f. 510.285.6799 | s.tolbert@circlepoint.com

Stephanie obtained her Bachelor’s degree in communication studies from California State University, Sacramento. Under the supervision of Circlepoint project managers, Stephanie is assisting the Communications group with various project tasks, including event logistics planning, social media and database management, as well as content development for project collateral and websites.

YEARS OF EXPERIENCE

3

YEARS AT CIRCLEPOINT

1

EXPERTISE

Public Outreach

Event Planning

Copywriting

Research

EDUCATION

B.A., Communication Studies, California State University, Sacramento

SELECTED PROJECT EXPERIENCE

STANISLAUS REGIONAL WATER AUTHORITY WATER TREATMENT PROJECT

The Cities of Ceres and Turlock have formed the Stanislaus Regional Water Authority (SRWA), and in cooperation with the Turlock Irrigation District (TID), are working on a multi-benefit Surface Water Supply Project (SWSP) to develop a resilient source of drinking water that will reduce groundwater dependence, improve drinking water quality, and shore up regional drinking water supplies. Working in close coordination with the Technical Advisory Committee (TAC), Circlepoint is managing the development and implementation of a public outreach plan to raise awareness of the project benefits, as well as to keep the public informed about project status. Stephanie has been responsible for maintaining the project stakeholder database.

SAN JOAQUIN RIVER RESTORATION PROGRAM (SJRRP), U.S. BUREAU OF RECLAMATION, U.S. FISH & WILDLIFE SERVICE, NATIONAL MARINE FISHERIES SERVICE, AND CALIFORNIA DEPARTMENTS OF WATER RESOURCES AND FISH & GAME

Circlepoint is supporting the SJRRP with managing public outreach and stakeholder involvement services through the program planning, environmental review, and restoration process. The multi-level strategy engages policy leaders, technical specialists and cooperating agencies, landowners, and the general public through workshops and public review at key project milestones. Stephanie assists with maintaining the project email database and with the copy deck for the revised project website. She also helps with email blasts and website postings.

MT. VIEW SANITARY DISTRICT (MVSD) PUBLIC INFORMATION SERVICES

MVSD selected Circlepoint to develop and implement a strategic communications plan to meet the District’s needs. Services include public outreach to the neighborhood that surrounds MVSD; development of a quarterly newsletter and other collateral materials; updating the agency website; and launching a Facebook page. Stephanie is assisting the project team with social media postings, as well as developing the

agency newsletter and website copy deck.

ON-CALL COMMUNICATIONS SERVICES, CITRUS HEIGHTS WATER DISTRICT (CHWD)

Circlepoint helps CHWD develop messages and communicate with its customers about district news and water conservation messages through a variety of channels, including production of the agency's biannual publication, "WaterLine." This newsletter is mailed to each household and business within CHWD's 64,000-person service area. Content includes updates on regional and statewide water policies, information on capital improvement projects and rate changes, tips for conserving water, interviews with CHWD staff and stories on community events. Stephanie assists the project team with drafting content for the newsletter.

SOCIAL MEDIA MAINTENANCE, WEST COUNTY WASTEWATER DISTRICT (WCWD)

WCWD hired Circlepoint to manage the agency's Facebook account. Stephanie is responsible for drafting and posting content.



LISA ABBODD, PRESIDENT/PROJECT LEAD—INTERETHNICA

350 Townsend, Suite 110, San Francisco, CA 94107

p. 4158.795.1851 | labboud@InterEthnica.com

Lisa has over 20 years of experience creating and managing innovative outreach strategies and artistic direction for community engagement projects. She oversees the development and cultural adaptation of public information, outreach, and training materials targeting multicultural communities, including Limited English Proficient audiences, at the local, regional, and statewide levels.

Among Lisa’s notable successes are campaigns in ethnic public relations and media, stakeholder engagement, grassroots and grasstops marketing, and management of all aspects of fundraising events and informational campaigns supporting educational and social causes and nonprofit organizations. Her skills include research and data analysis that determines the direction of marketing and outreach strategies for government agencies. She is bilingual in Arabic and English.

EXPERTISE

Multicultural Marketing and Design
Multilingual Public Outreach and Meeting Facilitation
Ethnic Public Relations and Media Planning
Translation and Cultural Adaptation
Research and Data Analysis

EDUCATION

B.A., Liberal Studies, San Francisco State University

AFFILIATIONS

California Diversity Council
Multicultural Marketing Experts
San Francisco Public Relations Round table
U.S. Green Building Council
American Translators Association
Northern California Translators Association

SELECTED PROJECT EXPERIENCE

- » Peninsula Clean Energy, County of San Mateo Office of Sustainability
- » Energy Upgrade California, Multicultural and Multilingual Marketing and Communications, Los Angeles County, California
- » Office of Sustainability, Energy Champions Program Development, Los Angeles County, California
- » San Francisco Public Utilities Commission Annual Report, San Francisco County, California
- » San Mateo Used Motor Oil and Filter Recycling, San Mateo County Environmental Health Service (SMCEHS)
- » Environmental Service Center Marketing and Program Development, Los Angeles County, California
- » California Ocean Protection Council Graphic Design Publication, State of California
- » Livermore Recycles Latino Outreach Campaign(including development of Spanish language collateral) Livermore, California
- » Department of Environment Multicultural Public Outreach Campaign, San Francisco County, California
- » Bay Area Air Quality Management District, Spare the Air Campaign, Cultural Consultant, and Ethnic Public Relations, 11 Bay Area Counties

This page intentionally left blank.

DESCRIPTION OF THE PROPOSED SERVICES

1. SPECIFY HOW THE SERVICES IN THE BID RESPONSE WILL MEET OR EXCEED THE REQUIREMENTS OF THE COUNTY

PROPOSED SERVICE PLAN

Circlepoint excels at creating impactful, attention-getting campaigns that speak to target audiences, are appropriate for chosen communications channels, and drive behavior change. We will bring our decades of experience in marketing sustainability programs to achieve the County's goals of building program awareness of VCEA among residential, commercial, and agricultural electricity customers within VCEA's service territories and maximizing overall customer participation.

We are teaming with our frequent partner, InterEthnica, for this effort. InterEthnica's staff are experts in multicultural communications and marketing. They bring an invaluable perspective on reaching the diverse populations throughout Yolo County. Our team's combined experience, local knowledge, and understanding of CCEs will help us adapt these strategies for the unique population of residents and businesses that VCEA serves.

The County needs tools that foster transparency in order to achieve buy-in from the public. We have experience working within the County and seamlessly collaborating with the County's key stakeholders and diverse residents. And we understand the need to communicate proactively with audiences about VCEA to avoid misinformation or surprises.

Our experience successfully launching one of California's largest CCE programs (Peninsula Clean Energy [PCE]) and our readiness, availability, and enthusiasm will be particularly important given the fixed timeline for implementing this program. We know there are internal and external factors driving the VCEA schedule and are positioned to work with these factors in mind to achieve success.

We will exceed the County's requirements for the community outreach, marketing and customer notification work by following our proven approach, which is detailed below. By following this approach, we will develop an integrated marketing campaign that positions VCEA for sustained success. This process is one that Circlepoint has undertaken with past marketing efforts, like the PCE and UC Davis Smart Lighting Initiative campaigns.



1. DEFINE GOAL



2. IDENTIFY AUDIENCES & ISSUES



3. DEVELOP MESSAGING



4. UTILIZE EFFECTIVE CHANNELS



5. EVALUATE & RESPOND TO INPUT



6. MEASURE RESULTS & REFINE STRATEGY



DEFINE GOALS

Working in close collaboration with the VCEA team, Circlepoint will define specific and measurable goals for the marketing and outreach program, including target opt-out and opt-up rates. We understand the overall program goal is to minimize customer opt-out rates to below 10%. This project goal will help to inform our marketing and communication activities. The goals of the PCE marketing campaign were to develop a trustworthy and recognizable brand and to keep opt-out rates below 15%. With the combined efforts of our team, we were able to exceed that goal and keep opt-out rates below 1%.

IDENTIFY AUDIENCES

Yolo County has a diverse population with a variety of cultural backgrounds, ages, education and income levels. In order to establish effective communications, it is essential to define target audiences in order to develop key messaging and materials that resonate with each of them. The diverse population means VCEA customers will be influenced by a variety of motivations, ranging from economic impact to environmental sustainability. Based on our experience with other CCE programs, we have segmented our communications according to the following audiences.

- General audience/Customers-at-large/PG&E customers
- Multicultural audiences
- Agricultural
- Commercial/Industrial/Business
- Solar customers
- Low income residents
- Advocates, champions and early adopters
- Seniors
- Special districts, including school districts
- Elected officials

Please see our specialized strategies and approaches we will employ to reach some of these very important audiences at the end of this section.

DEVELOP MESSAGES

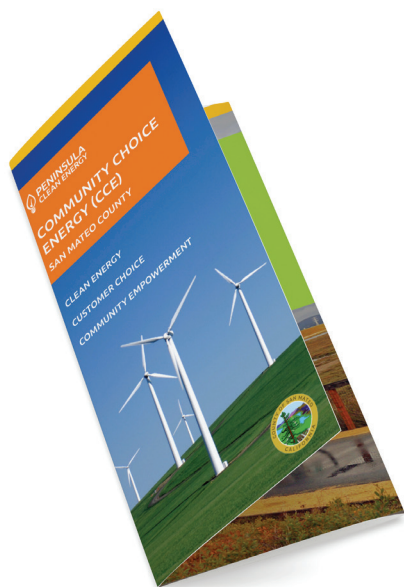
The Circlepoint team will develop overall messaging for the program, which will inform the campaign creative, as well as tailored sub-messaging that speaks to individual target audiences and appeals to their unique motivations. These messages will set a framework for the development of a long-term community engagement program for VCEA. We are well-versed in the communication challenges of CCE and familiar with the potential speed bumps that may arise through the course of program development and how to avoid them. Our targeted messaging will address all key audiences, including elected officials, community groups, residents, and the media. We understand the opt-out nature of the CCE may lead to confusion among customers and negatively impact the overall perspective of the program. We will address potential concerns and dispel any misinformation by connecting with consumers' lifestyles with personalized messaging and content that educates about the benefits of the service.

UTILIZE EFFECTIVE CHANNELS

Messaging and public outreach are only effective when the target audiences receive the messages that are intended for them. Today, market segmentation means a diverse audience receives messages from a variety of media and through a range of channels. Communicating effectively with target audiences through trusted channels will be important to gaining their support for VCEA. In order to maximize reach, Circlepoint will employ a wide variety of communications channels to build public awareness and enhance brand recognition for VCEA. Paid media planning and buying, leveraging earned media, developing creative collateral, identifying outreach opportunities, and disseminating customer enrollment notifications will all serve as the foundation for a successful marketing and outreach program.

MEASURE RESULTS

The Circlepoint team is deeply committed to the success of VCEA, and to ensure that we're consistently meeting the goals of the project, we will create weekly campaign reports. The campaign reports will allow us to make as-needed refinements during the campaign run and help to inform future campaigns. Circlepoint will employ our web-based project management software and a variety of other tools to monitor project progress in real-time. These efforts will be made to ensure that all deliverables are delivered on time and within budget.



These quantitative measurements will serve as the barometer for the effectiveness of the campaign:

- Residential opt-out rate
- Business opt-out rate
- Agricultural opt-out rate
- Opt-up rate
- Early adopters
- Social media followers
- Social media conversations, engagement and viral spread
- Website traffic, usage, and patterns
- Email sign-ups and engagement
- Advertising reach, impressions, and effectiveness

Throughout the life of the campaign, we will engage in on-going tracking and evaluation and create reports with both detailed and summary information. Our team is very experienced at closely monitoring media placements and promotions for performance and adjusting those placements based on analytics. Tracking and reporting these indicators on a frequent and regular basis will enable us to make adjustments to strategies, tactics, and messages during the campaign.

2. EXPLAIN ANY SPECIAL RESOURCES, PROCEDURES, OR APPROACHES THAT MAKE THE SERVICES OF BIDDER PARTICULARLY ADVANTAGEOUS TO THE COUNTY

SPECIALIZED STRATEGIES FOR REACHING KEY AUDIENCES

The Circlepoint team has a proven track record of connecting with hard-to-reach and underserved audiences. Building trust and excitement with these audiences prior to program launch is paramount to the success of VCEA. Circlepoint will implement specialized strategies with tailored messages that resonate with key audiences, including agricultural land holders, multicultural communities, business owners and decision makers, low-income residents, and seniors. With this approach, our team will showcase VCEA in a positive light and build community trust prior to program launch. We will also be able to reach each audience through their preferred communications channel. By

implementing specialized strategies for each key audience, we will establish VCEA within the communities it serves.

MULTICULTURAL AUDIENCES

Circlepoint has partnered with InterEthnica to develop multicultural marketing approaches unique for each target audience. We will craft culturally appropriate messages in-language, which enables us to establish an emotional connection between the audience and the message by maximizing cultural relevance. As an optional task, we can test messages by conducting focus groups in key languages, ensuring these efforts are impactful, culturally relevant, and appealing. This multicultural marketing effort will include specific media plans to reach these audiences online and offline. We have experience developing multicultural campaign materials in Spanish, Chinese, Korean, Vietnamese, Tagalog, Farsi, Russian, and many other languages.

Circlepoint will make a special effort to reach Latino audiences by developing messaging that resonates and is culturally relevant. In addition to Spanish-language advertising strategies, we will also employ grassroots advertising and engagement to reach this audience. We will partner with religious and social-service institutions to reach these audiences through trusted channels, and with the various ethnic chambers of commerce to frame participation in VCEA as the new status quo for sustainable businesses. This will provide an opportunity to request that businesses promote the program on their websites, social channels, and other communications platforms.

BUSINESSES (SMALL, MEDIUM, AND LARGE)

To gain business support for VCEA, Circlepoint will develop messaging that addresses any sustainability or greenhouse gas emission reduction objectives businesses may already have. Messaging will also address concerns around rate increases and frame participation in VCEA as the local energy choice for green-minded businesses. We will develop a “VCEA Calculator” to help businesses understand what VCEA means for their bottom line. This interactive tool will be housed on the program website and will allow businesses to input their data and calculate rough costs for various VCEA scenarios. To demonstrate their support for sustainable business practices and their commitment to the VCEA program, participating businesses will receive window clings they can display in storefronts and web badges to include on company websites or share via social media.

**ENERGÍA MÁS LIMPIA
CON TARIFAS MÁS BAJAS**

Por primera vez, tendrá opciones para escoger de dónde proviene su electricidad. Respaldemos una comunidad más sostenible hoy y en el futuro para nuestros niños. Obtenga energía más limpia y más verde con tarifas más bajas.

*"Nuestros niños nos están alentando a reciclar - necesitamos limpiar este mundo para nuestros niños".
— Elodia B.*

PENINSULA CLEAN ENERGY INFÓRMESE MÁS EN es.peninsulacleanenergy.com | 1-866-966-0110

Península Clean Energy Provides Cleaner Energy at Lower Rates

BUSINESS GUIDE

With the support of business leaders like you, we can work together to help make San Mateo County a better place for businesses to thrive. Beginning this October, Peninsula Clean Energy will provide cleaner electricity at lower rates and will become the official electricity provider for all commercial energy customers in San Mateo County.

It's our goal to ensure that business leaders and decision makers are well informed with all aspects of Peninsula Clean Energy and what the change means for their businesses. Providing you with clear and concise information is important to us, because businesses like yours serve as a cornerstone for our community.

We know your time is important, which is why we've created this guide. All of the Peninsula Clean Energy details that you need can be found here. This guide includes enrollment details, costs, energy options, key dates, answers to some frequently asked questions that you may have, and other helpful information. In addition, we've provided some useful resources that make it easy to spread the word about Peninsula Clean Energy with your employees and customers.

PENINSULA CLEAN ENERGY

AGRICULTURAL AUDIENCES

As a mainly rural and agricultural region, we understand the importance of establishing a strong and lasting connection with Yolo County's agricultural audiences. Circlepoint will make a special effort to reach all agricultural customers by developing messaging to address the issues and concerns most important to them. Farmers and ranchers must have a reliable and affordable electricity supply to produce consumable products with efficiency. Similar to the messaging for businesses, we will address concerns around rate increases and highlight VCEA as a locally controlled and sustainable choice for agricultural electricity needs. Circlepoint will leverage existing and trusted communications channels with groups like the Yolo County Farm Bureau (YCFB), United States Department of Agriculture, California Farm Bureau Federation, and the University of California Davis College of Agricultural and Environmental Sciences Department to include VCEA messaging to reach this audience.

SENIORS AND LOW INCOME RESIDENTS

Hard to reach audiences, like seniors, will require strategic partnerships with senior-based community organizations to develop a buddy program to provide one-on-one connections with seniors to help build trust and support for the VCEA program based on the benefits that it offers. Because many seniors depend on special electricity rates or existing discounts such as CARE or FERA, it will be important to clearly communicate that VCEA will not affect these discounts. Developing senior-friendly collateral, such as large-font postcards that explain program benefits, address concerns about existing discounts, and provide contact information for follow-up questions, will help ensure high levels of engagement and dispel misinformation. We have had success with developing similar materials for PCE and Vine Transit with the launch of their new Napa-Solano service.

3. IDENTIFY ANY LIMITATIONS OR RESTRICTIONS OF BIDDER IN PROVIDING THE SERVICES THAT THE COUNTY SHOULD BE AWARE OF IN EVALUATING ITS RESPONSE TO THIS RFP

Circlepoint does not have any limitations or restrictions in providing the services that the County should be aware of in evaluating its response to this RFP.

IMPLEMENTATION PLAN AND SCHEDULE

The implementation plan will be a coordinated effort between the VCEA team, Circlepoint, and our subconsultant, InterEthnica. We are experts at developing actionable plans that serve as a blueprint for the implementation for all communications, outreach, advertising, and marketing efforts.

COMMUNICATIONS AND OUTREACH PLAN

Our first task will be to refine our proposed services and strategies in conversation with the VCEA team to arrive at a final, actionable communications and outreach plan that provides a roadmap for implementation. This communications and outreach plan will serve as a guide for all marketing, communications and outreach efforts. The plan will detail the following:

- Goals and objectives
- Key issues and challenges
- Target audiences
- Messaging framework
- Communications channels
- Outreach strategies and tactics
- Media plan
- Success measurements
- Project timeline

Deliverables: One final communications and outreach plan, messaging framework.

Assumptions: Circlepoint will provide a draft plan with two rounds of revisions.

PROGRAM BRANDING, DESIGN, IDENTITY

BRAND

The Circlepoint team is equipped to create a unique logo and brand identity for VCEA, its sub-products and programs. We will implement our proven logo and branding development process to create a distinct mark for VCEA. An integral part of the logo development and branding process is the creation of a brand guideline. The brand guide, or style guide, will serve as a framework for brand use and will help maintain a consistent look and feel for all program communications. Consistent use builds brand awareness, which is paramount for VCEA as it begins communicating with the Yolo County public and moves towards launch. We have a team of experts who have developed and refined unique brand identities for numerous organizations, projects and programs throughout California. Our team created all of the branding and program guidelines for PCE and its sub-products.

Deliverables: VCEA logo, sub-product and program name, sub-product and program logo, and branding guidelines.

Assumptions: Circlepoint will create three draft VCEA logo options, three draft naming and logo options per sub-product and program with two rounds of revisions. Messaging framework will be presented as a draft with two rounds of revisions.

WEBSITE

Circlepoint has a proven track record for developing, updating, and optimizing websites. Working in close collaboration with the VCEA team, we will incorporate the latest technology and the best practices in visual design to enhance the user experience for all VCEA website visitors. The Circlepoint team will conduct a thorough audit of the webpage on the Yolo County website to provide recommendations for the migration of existing written and visual content. We will develop a new website for VCEA with a focus on engaging content, simple site navigation, overall user experience, and current best practices. The VCEA website will serve as the centerpiece for all program marketing efforts. In addition to informing the public about CCEs, clean energy, and VCEA program benefits, the website will provide all visitors with an engaging experience.

The Circlepoint team developed the website for PCE. Based on that work, we recommend developing rates pages for commercial, residential, and agricultural customers; adding a media and FAQ page; integrating all of the newly created social



media accounts; creating a progress tracker; adding a rate calculator; and a page where customers can opt-up, opt-out, or choose to become an early adopter.

Circlepoint collaborated with a team of specialists to develop iframes for PCE. The iframes allowed customers to easily opt-up, opt-out or become early adopters online. Our web developers embedded the iframe code into the website, which automated all customer inquiries into a downloadable file, accessible to the PCE team. This process enabled PCE staff to keep accurate record of customer opt-out rates and allowed for customers to have a reason to visit the website.

Circlepoint also created messaging that prompted customers, after they submitted their information, to share brief copy and graphics, to complement the iframe. For customers who opted-up, we created a pop-up that allowed them to share their opt-up on social media. This was an effective strategy for spreading the word about the multiple product options. For those who opted-out, we provided more information about the benefits of staying with the program and how they were able to opt back in at any time. We recommend implementing this process for the VCEA website.

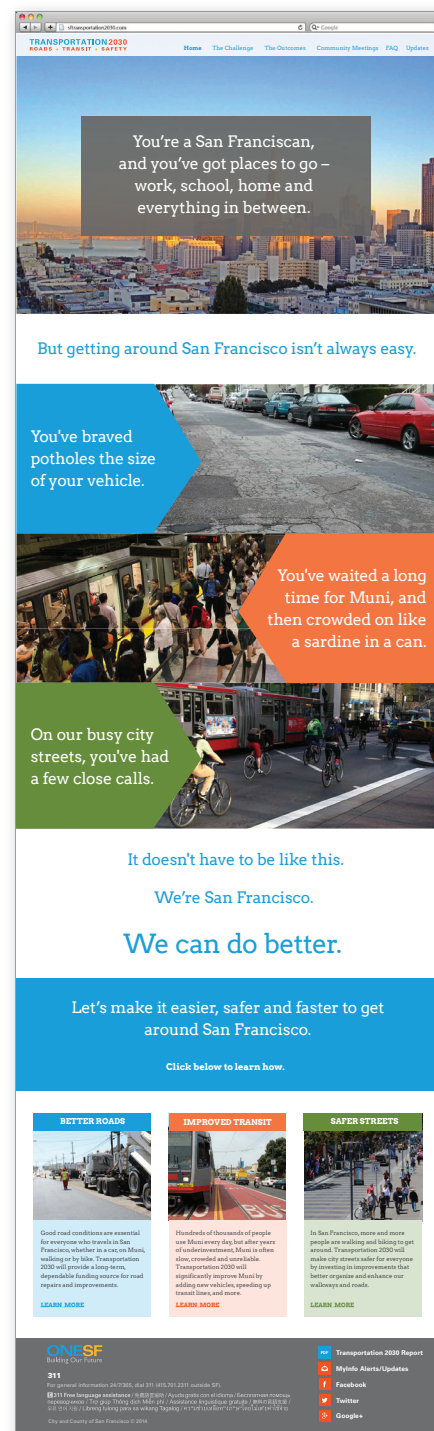
Circlepoint created an “early adopter” program for PCE, which allowed customers to sign-up prior to their scheduled enrollment phase. The early adopter program provided us with key data points, built brand champions, and allowed for an opportunity to promote the upgraded electricity product.

WEBSITE TRANSLATIONS

Yolo County is home to a culturally diverse audience, with a large percentage of Spanish-speaking residents, so it’s imperative that we’re able to provide in-language information to residents, business owners and agricultural customers. Circlepoint has developed multilingual websites with varying approaches. Website translation options include:

GOOGLE TRANSLATE: We can add a Google translate button that will translate the English-language written content into the user’s preferred language. This is an extremely cost-effective option and can be implemented quickly and efficiently. One of the potential downsides to this option is that some of the more colloquial language and idioms may be translated coarsely.

FULL MULTILINGUAL SITE IN TWO LANGUAGES: A fully translated site will ensure that all written content is translated by a native speaker of that language, thus providing a more fluid user experience for non-English language readers. This option will impact the overall budget throughout the project because each





time an English-language edit is made, it must be reflected in each of the other languages. In addition, in-language translations aren't a simple like-for-like word swap, so consulting native speakers and readers of the needed translations is required.

OPTIONAL TASK - ABBREVIATED TRANSLATED MULTI-SITE IN TWO LANGUAGES:

An abbreviated translated site will only translate the most important webpages and content, which will be determined by our previous CCE experience. Only the most heavily trafficked pages will be translated. An abbreviated translated website is a cost effective solution, while allowing non-English language speakers to gain pertinent program information in their preferred language. An additional benefit to creating an abbreviated translated site is that all written copy will be translated in-language, versus a crude word-for-word translation that could lead to confusion. All future content updates will be able to be translated quickly, efficiently, and with expertise.

Deliverables: Website audit, new website with website enhancements, including rates pages, media page, social media integration, opt-out, opt-up and early adopter content and sign-up forms, progress tracker, partner website badge, enrollment maps, rate calculator, translation of web copy in two languages.

Assumptions: Written content for the media page, opt-out, opt-up and early adopter pages, progress tracker, enrollment map and rate calculator will be presented in draft form with two rounds of revisions. All website design will be presented in a draft mock-up with two rounds of revisions.

PROGRAM COLLATERAL

Circlepoint staff has expertise in developing creative campaign concepts informed by our overall messaging and strategy. We have an effective, efficient development process that includes research, ideation, sharing and refining ideas, and implementation. We have used this process to create acclaimed campaigns noted for highly visual and impactful campaign artwork.

We will develop campaign materials for VCEA, which may include factsheets, program brochures, posters, flyers, banners, window clings, FAQs, PowerPoint templates and other promotional items.

From our work with PCE, we recommend creating a “senior buddy” training guide, a business guide, and video with multiple versions tailored for various channels. For VCEA, we will tailor a guide to reach agricultural customers. More details on this collateral are provided below.

BUSINESS TOOLKIT

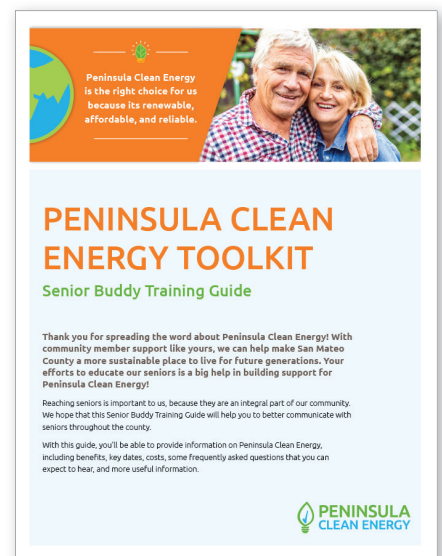
Targeting businesses and getting buy-in from small, medium and large businesses will be critical to the success of VCEA. For PCE, Circlepoint developed a business guide for staff to use when meeting with decision makers and owners. The business guide included key messaging, statistics, infographics and the benefits of a CCE.

AGRICULTURAL CUSTOMER TOOLKIT

Reaching agricultural customers and highlighting VCEA benefits to earn a favorable impression with this audience is paramount to achieving program goals. We know that agricultural customers are a key target audience within Yolo County, and will create a guide tailored just for them.

SENIOR BUDDY TRAINING GUIDE

We know there are a large number of seniors who live in group homes and attend social functions at senior centers. In addition, many seniors do not rely on social media or email newsletters to receive their news, which makes it critical to reach out to seniors where they already congregate. Circlepoint will create a “Senior Buddy Guide” to help inform seniors about the upcoming change to their electricity provider. The guide will help the outreach team, volunteers, and other stakeholders educate seniors about CCE and VCEA.





ANIMATED VIDEO

Circlepoint will create a short animated video for use on the website, social media and at community meetings. We can edit multiple versions of the video for length and content so that it fits within its intended channel.

Deliverables: Two (2) factsheets, two (2) brochures, one (1) poster, two (2) flyers, one (1) banner, one (1) window cling, two (2) FAQs, (1) PowerPoint template, one (1) senior buddy training guide, one (1) business guide, one (1) agricultural guide.

Assumptions: All print collateral will have one draft and two rounds of revisions.



COMMUNITY OUTREACH/STAKEHOLDER ENGAGEMENT

PROGRAM OUTREACH SUPPORT

Circlepoint will work in collaboration with the County, cities and VCEA member jurisdictions to support local stakeholder and public outreach. Our team will develop a toolkit of collateral, such as brochures, talking points for staff, and other takeaways. Circlepoint will also create branded giveaway items and booth banners.

IN-PERSON ENGAGEMENT

Circlepoint will provide outreach support to VCEA staff and volunteers by creating the tools and strategies required for successful community and stakeholder engagement. We will work with VCEA staff to identify in-person engagement opportunities like tabling events, stakeholder presentations, and one-on-one meetings with key stakeholders and stakeholder groups.



EMAIL NEWSLETTER ENGAGEMENT

Circlepoint will help VCEA digitally engage stakeholders with email newsletters. We understand the goal for VCEA is to develop, maintain and grow an e-newsletter list to facilitate outreach and engagement activities. We have created email lists for a variety of clients throughout California. Circlepoint will refine and expand

the use of e-newsletters, as well as develop compelling content for distribution. The e-newsletters will be shared through the VCEA list-serve and a partner network, which we will help to grow, expanding message reach and driving frequency.

SUPPORT EFFORTS AND TRAINING

The Circlepoint team will train local advocates on how to help support and augment staff efforts at local community events. We have found that champions are highly effective partners in conducting outreach. We can provide a group training and bring in local residents and businesses to do some hands-on training exercises. We will also provide a suite of materials to support and guide their direct outreach efforts.

Deliverables: Outreach toolkit, list of in-person engagement opportunities, branded giveaway items, booth/tabling event banners, monthly e-newsletter content and images, two (2) trainings for advocates.

Assumptions: E-newsletter written content will be provided in draft form, with two rounds of revisions, in-person outreach opportunities list will be an on-going task, and booth banners will have two rounds of revisions.

PRE-LAUNCH MARKETING CAMPAIGN

COUNTYWIDE, MULTICULTURAL ADVERTISING CAMPAIGN

Circlepoint will develop a comprehensive, multilingual, multicultural and countywide advertising campaign to raise public awareness of VCEA and its products and benefits. The campaign will use a combination of paid, free, organic, and earned opportunities to reach a large and diverse audience. The pre-launch marketing campaign will commence 60 days prior to the first customer notification.

Our team will develop a campaign concept, so that all related collateral and advertising is memorable and speaks to its intended audience. The campaign concept will have a cohesive look and feel across all mediums. Messaging will be created per campaign and will serve to complement the visual elements.

Circlepoint will conduct a photo shoot featuring local residents and businesses and simultaneously capture testimonials from all of the participants. The photography will be used for the print, outdoor, and online advertising. By using real people from the community, we're able to draw a personal connection between





You can help stop the spread of EGVM by making sure you don't transport grapes, nursery stock or green waste from a quarantined area.

SMALL PESTS CAN DO BIG DAMAGE
 STAY INFORMED & MAKE A DIFFERENCE
 HUNGRYPESTS.COM/EGVM



IF YOU THINK YOU SEE SIGNS OF EGVM, PLEASE CONTACT YOUR COUNTY AGRICULTURAL COMMISSIONER

Yolo County and VCEA. We understand the important role that agriculture plays locally, so we will make a special effort to connect with this audience.

Circlepoint will work with the YCFB to leverage organic connections with agricultural land holders. We will meet with influential members within the agricultural community to help build support and VCEA brand champions. Through the YCFB, we will facilitate a round-table focus group with program supporters to develop effective

messaging. Other resources like the UC Davis Master Gardeners program will also play a key role in building trust and authenticity with this key audience.

Multilingual and multicultural advertising in specialty publications and on social media will help to reach non-English language speakers. Circlepoint has an extensive and successful track record of developing in-language ads in a variety of languages.

Yolo County is culturally and geographically diverse. While the majority of the county is rural and agricultural, there are also urban and suburban areas. We are based minutes from the Yolo County line in Sacramento, so we have a deep understanding of the greater community and how to reach the varying audiences. Circlepoint will implement a mix of paid advertisements, organic social content, and earned media.

Deliverables: Creative for ads, photo shoot, focus group with YCFB.

SOCIAL MEDIA

Social media advertising will be an effective tool to reach audiences for VCEA. We will create a robust social media presence for VCEA, specifically a Facebook page, Twitter account, YouTube channel, and LinkedIn page. We will help the County use these channels to share engaging content, advertise, spread the word, and dispel any myths about VCEA. Social media creates an opportunity for sharing the brand story, staying in touch with residents, building trust, and generating enthusiasm for VCEA and the benefits it will bring to Yolo County.

We will employ content marketing through social media in the form of engaging promotions and graphics in a varied mix of



posts to keep audiences engaged. The content will showcase program benefits and address any concerns. Additionally, testimonials, news from partners, and other feel-good stories will establish VCEA as the right choice for the communities it serves. We will coordinate with cities, the County and other partners to cross-promote events, updates, and other information that will be of interest to our audiences.

Deliverables: Establish social media accounts for Facebook, Twitter, YouTube, and LinkedIn. Monthly calendar of social media posts.

Assumptions: Social media and digital advertising strategy will have one draft with two rounds of revisions. Draft monthly editorial calendar with two rounds of revisions.

DIGITAL PAID MEDIA MARKETING

Circlepoint excels at helping public agencies effectively reach their audience at different points across the digital landscape. Digital and social media advertising allows for sophisticated targeting of audiences. We will employ Facebook, Twitter, Google AdWords, and YouTube pre-roll advertising to audiences who may not be aware of VCEA, but are likely to be interested. We can target audiences by geography, employer, interests, and demographic information to reach our segmented audiences with messages that resonate most with them. We have had great success using Facebook advertising to test and optimize campaign messages with different stakeholder groups and to generate significant traffic to a program's website.

For this project, we can use Facebook's built-in tools to target owners of businesses within the County and Spanish-speakers who are interested in green living, as an example. This level of specificity will allow us to narrowly target our ad spend and deliver the messages that are most likely to resonate with each audience. We will test messaging and artwork with preliminary rounds of ads that will enable us to optimize our approach continually based on our analysis of the resulting data (e.g., what results in the highest number of website clicks). This type of performance-based marketing will enable us to reach audiences in a targeted, cost-effective way.

Deliverables: Digital advertising media plan and placements.





PAID AND EARNED PRINT MEDIA

In order to ensure the County’s advertising dollars are well-spent, we will look at unique and meaningful media that enjoy strong connections with their audiences. This includes the local media outlets that we will identify in the VCEA Communications Plan, government newsletters, alternative weeklies, and newspapers targeted at ethnic communities. In addition to advertising in local print and online publications, we will also place ads in local lifestyle magazines. In order to draw the most attention, we will look at placing advertorials (long articles written by magazine staff in exchange for compensation) in these magazines and newsletters, rather than only display ads. Leveraging existing media relationships, Circlepoint is able to create advertising packages that cover the spectrum of an outlet’s reach in terms of media products. For example, iHeartMedia has created unique advertising bundles for Circlepoint clients that get the right message in front of the right audience at exactly the right time.

Mainstream media and specialty publications are an effective channel for reaching large audiences. We have secured advertisements in a variety of Yolo County print publications and will include local print advertising in newspapers and magazines in our media plan. The Circlepoint team will also seek earned media opportunities, including planning media events, drafting press releases, op-eds, and news articles. We recommend creating a media page on the VCEA website with materials for the media to access, including factsheets, FAQs, graphics, high-quality photography, quotes, and broadcast quality video.

Deliverables: Print advertising media buy plan, mainstream and multicultural media relations, press kit, up to three press releases.

PAID OUTDOOR AND TRANSIT ADVERTISING

Outdoor and transit advertising is an effective approach to reaching large audiences within a specific geographic location. Outdoor advertisements help to reinforce brand recognition, which is important for launching a new program like VCEA. We can target ad placements within Phase I enrollment neighborhoods to ensure we are strategically targeting the right audiences. Circlepoint has secured a range of outdoor and transit ads in Yolo County, including:

- Yolobuses and Yolobus stops
- Unitrans buses
- Local grocery store shopping cart ads

Deliverables: Outdoor and advertising media buy plan, paid media placements.

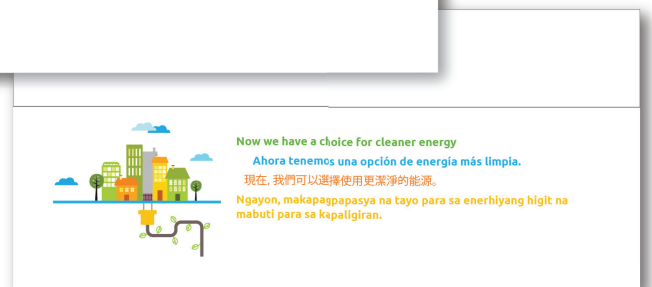
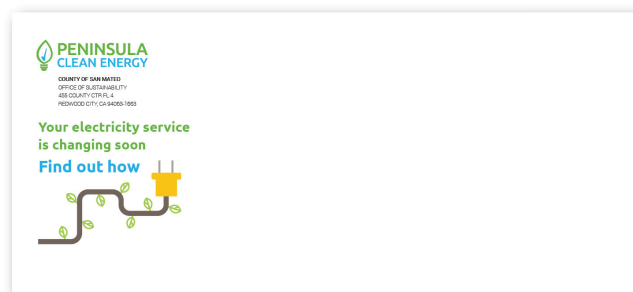
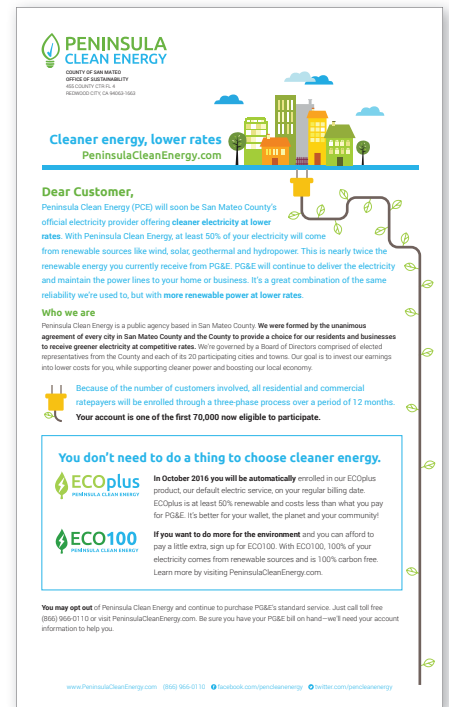
CUSTOMER NOTIFICATION

Circlepoint will assist VCEA staff on fulfilling the required notifications process, which includes sending four pieces of direct mail or customer enrollment notices to Yolo County residents and businesses. We will develop content for and design the four pieces of direct mail in multiple languages. The information included with each piece will be clear, concise and compelling so people understand what a CCE is, what VCEA is, how it benefits them, and what they can expect throughout the process. Circlepoint will create two pre-launch notices and two post-launch notices. The customer enrollment notices will inform residents and businesses that the VCEA program is an opt-out program, and they are free to opt-out and return to the incumbent utility provider at any time.

Our team handled this noticing for PCE, and Circlepoint has handled similar notification processes, ranging from Proposition 218 mailings for the Mt. View Sanitation District to corridor-wide mailings for the California High-speed Rail project.

The customer enrollment notifications for VCEA will be tailored for design and content and may come in the form of a postcard, letter or other. Our team will work closely with VCEA and the designated mail house on all customer opt-out notices. To ensure compliance with all mandated requirements, we will employ a detailed production schedule that keeps all time sensitive notifications on track for development, approval, and dissemination.

Our recommendation is to use a different format for each round of noticing to increase the likelihood of the notices being read. Circlepoint will use census data to determine where to send the multilingual notices and in which language. This approach will simplify the noticing process, keep costs down, and limit resident confusion. The notifications will have abbreviated text, but will include pertinent information in the priority languages with messaging that encourages residents to visit the website for any further information. We also recommend including messaging on the outside of the envelope that persuades recipients to open the notice.



OPTIONAL TASK: Circlepoint has worked with PG&E on behalf of PCE to include opt-out information on a bill insert. The bill insert is a cost effective and efficient way to reach existing PG&E customers. This was the first time PG&E has allowed a CCE to include an informational bill insert.

Deliverables: Four (4) opt-out notifications

Assumptions: The optional bill insert task will count as one of the four opt-out notifications.

CALL CENTER SCRIPTING

Circlepoint will work with the designated call center consultant to create a script for all call center agents. The script will include general information about the program and will inform residents of the website, where they can find additional information. The script will also contain information about the benefits of VCEA. Circlepoint developed the call center script for PCE. To better assist call center employees, we created a list of FAQs, which enabled them to answer all questions with authority, using approved language.

Deliverables: One (1) final call center script.

Assumption: One (1) draft script with two (2) rounds of revisions.

ON-CALL AND AS-NEEDED TASKS

Circlepoint will provide the VCEA board with updates and presentations throughout the course of the project. We will also be available for regular team calls as needed. We understand the need for transparency throughout the process. We provide detailed production schedules, lead both in-person and screenshare presentations, and use online project management software to track and report on the progress of our deliverables.

Deliverables: Up to four (4) VCEA board presentations. As-needed and/or regular team calls.

Assumptions: Board meetings and presentations will be no longer than four (4) hours. Regular team calls and meetings will be attended by the Circlepoint project manager.

VALLEY CLEAN ENERGY ALLIANCE SCHEDULE

	March					April				May					June				July				August					September				October				November					December				January								
	1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5								
Strategic Planning																																																					
Strategic Marketing & Communications Plan				█	█	█	█																																														
Multicultural Communications Plan				█	█	█	█																																														
Media Plan				█	█	█	█	█																																													
Program Branding, Design, Identity																																																					
Logo Development				█	█	█	█	█	█	█																																											
Messaging Framework (overall, sub-messaging, multicultural)				█	█	█	█	█	█																																												
Brand Styleguide											█	█	█																																								
Sub-product Naming				█	█	█	█																																														
Collateral Development (flyers, banners, factsheets, brochures, FAQs, PPT template)													█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
Video																																																					
Website																																																					
Content Development				█	█	█	█	█																																													
Sitemap and Wireframes				█	█	█	█																																														
Visual Mockups						█	█	█	█																																												
Web Development and Launch																																																					
Opt-up, Opt-out, Early Adopter Pages																																																					
Rate Calculator																																																					
Translations																																																					
Media Page																																																					
Progress Tracker																																																					
Community Outreach/Stakeholder Engagement																																																					
Public Engagement Events																																																					
Refine/Expand e-Newsletters																																																					
Training/Partnerships																																																					
Pre-launch Marketing Campaign (60 days prior to first notification)																																																					
Advertising Campaign Development																																																					
Campaign Duration																																																					
Press Outreach (editorial board meetings, draft press releases, op-eds & news articles)																																																					
Establish Social Media Presence																																																					
Social Media Engagement																																																					
Customer Notification (90 days prior to program launch)																																																					
Design Customer Notifications																																																					
Send Customer Notifications																																																					
Call Center Scripting																																																					
Ongoing/As-Needed Tasks																																																					
Planning Calls																																																					
VCEA Board Presentations (as needed)																																																					
Reporting																																																					
Program Launch																																																					
Program Launch (Tentative)																																																					

This page intentionally left blank.

CREDENTIALS

We are proud to be a Certified Green Business that aims to protect, preserve and sustain our environment. At Circlepoint, we have taken the pledge to stay green in our operations by conserving energy and water, minimizing waste, preventing pollution and reducing our carbon footprint.

Here are a few of the ways we've committed to sustainability within the workplace:

- Abiding by an Environmental Purchasing Policy that outlines companywide standards for greening our supply chain.
- Developing a cross-functional Green Team that is comprised of more than 30% of our staff and prominent members of our management team.
- Standing by our Green Vendor partnership where we use our purchasing power to support Benefit Corporations and local Green Businesses.



Alameda County Green Business Program

Circlepoint

1814 Franklin Street, Suite 1000, Oakland 94612

has met the Bay Area Green Business standards,

therefore this certificate is awarded this **26th Day of April, 2013**

for outstanding efforts to comply with environmental requirements
and for excellence in resource conservation and pollution prevention.

Issued by Alameda County Green Business Program


AUTHORIZED REPRESENTATIVE

This recognition good for four years unless revoked by the Green Business Program



Participating Agencies: City of Oakland, East Bay Municipal Utility District,
and the Alameda County Green Business Program.

This page intentionally left blank.

BUDGET DETAIL

Tasks	Circlepoint Budget										Total Hours	Total Dollars
	Quigley Project Director	Germano Media and Outreach Manager	Wheadon Project Manager	Morales Associate	Tolbert Coordinator	Seward Sr. Art Director	Nelson Sr. Web	Krager Sr. Graphics	Lam Graphics	Rates		
Program Branding, Design, Identity												
Brand guidelines, sub-product naming and logo	8.00		16.00			24.00	-	24.00			72.00	\$ 10,400.00
Website (with Google Translate - see assumptions for additional options)	10.00		30.00	30.00	20.00	14.00	40.00	16.00	32.00		192.00	\$ 22,510.00
Program Collateral	8.00	8.00	30.00	24.00	-	20.00	-	40.00	40.00		170.00	\$ 21,100.00
Animated Video	4.00		8.00	8.00	-	16.00	-	-	30.00		66.00	\$ 8,150.00
Subtotal Program Branding, Design, Identity	30.00	8.00	84.00	62.00	20.00	74.00	40.00	80.00	102.00		500.00	\$ 62,160.00
Community Outreach/Stakeholder Engagement												
Program Outreach Support	8.00	10.00	16.00	14.00	24.00	4.00	-	8.00	10.00		94.00	\$ 11,490.00
e-Newsletter refinements/expansion	6.00		16.00	16.00	16.00	4.00	12.00	-	12.00		82.00	\$ 9,450.00
Training	4.00	4.00	16.00	-	24.00	4.00	-	12.00	20.00		84.00	\$ 9,600.00
Subtotal Community Outreach/Stakeholder Engagement	18.00	14.00	48.00	30.00	64.00	12.00	12.00	20.00	42.00		260.00	\$ 30,540.00
Pre-Launch Marketing Campaign												
Advertising Campaign	16.00	10.00	24.00	20.00	-	40.00	-	30.00	30.00		170.00	\$ 23,080.00
Press Outreach / Media Relations	14.00	16.00	16.00	-	24.00	4.00	8.00	16.00	8.00		106.00	\$ 14,150.00
Social Media	8.00	8.00	24.00	16.00	30.00	8.00	-	24.00	24.00		142.00	\$ 16,640.00
Subtotal Pre-Launch Marketing Campaign	38.00	34.00	64.00	36.00	54.00	52.00	8.00	70.00	62.00		418.00	\$ 53,870.00
Customer Notification												
Notifications	4.00	-	40.00	40.00	-	20.00	-	48.00	-		152.00	\$ 18,760.00
Call Center Scripting	4.00	-	16.00	12.00	-	-	-	-	-		32.00	\$ 4,160.00
Subtotal Customer Notification	8.00	-	56.00	52.00	-	20.00	-	48.00	-		184.00	\$ 22,920.00
Other												
Ongoing Meetings	20.00	10.00	52.00	-	-	-	-	-	-		82.00	\$ 13,130.00
Board Presentations	8.00	-	8.00	-	-	4.00	-	8.00	-		28.00	\$ 4,220.00
Reporting	-	-	16.00	12.00	-	-	12.00	-	-		40.00	\$ 4,820.00
Communications and Outreach Plan	8.00	8.00	20.00	10.00	-	10.00	-	-	-		56.00	\$ 8,520.00
Subtotal Other	36.00	18.00	96.00	22.00	-	14.00	12.00	8.00	-		206.00	\$ 30,690.00
Labor Subtotal	130.00	74.00	348.00	202.00	138.00	172.00	72.00	226.00	206.00		1,568.00	\$ 200,180.00
Labor Contingency												\$ -
Total Labor												\$ 200,180.00
ODCs												
Fax/phone/messenger/overnight												\$ 500.00
Photo/Print Production												\$ 10,000.00
Notices (production, mailing, and postage)												\$ 75,000.00
Media Placements												\$ 45,000.00
Multicultural Communications & Translation (InterEthnica)												\$ 15,000.00
Presentation Materials												\$ 2,500.00
Total ODCs												\$ 148,000.00
TOTAL												\$ 348,180.00

Assumptions

Two (2) rounds of revisions for all program collateral
 Three (3) sub-product name options with two (2) rounds of revisions
 Three (3) sub-product logo options with two (2) rounds of revisions
 Assumes weekly project meetings
 For website translations, please add \$6,000 to the above total for full website translations in up to five languages. For abbreviated website translations up to five languages, add \$3000 to the above total.

This page intentionally left blank.

CASE STUDY



PENINSULA
CLEAN ENERGY

ABOUT PENINSULA CLEAN ENERGY

Peninsula Clean Energy, or PCE, is San Mateo County's official electricity provider offering cleaner energy at lower rates for the County's 300,000 electricity customers. As the largest community choice aggregate program in California, Peninsula Clean Energy is a locally controlled public organization that enables local residents and businesses to have a choice regarding where their energy comes from.

To prepare for the launch of such a large-scale program, the County of San Mateo hired Circlepoint to create a brand identity and a comprehensive marketing and advertising campaign to inform and educate County residents and business owners about Peninsula Clean Energy and what the transition into the program means for them.

CAMPAIGN GOALS

Circlepoint was tasked with establishing the Peninsula Clean Energy brand and to build its brand awareness across San Mateo County. Our strategy was to ensure that residents and business owners were aware of the program prior to the launch date and to encourage customers to stay with Peninsula Clean Energy with the goal of limiting the number of people who opted-out of the program. The goal was to keep the number of opt-outs below 15% county-wide. To date, Peninsula Clean Energy has an opt-out rate below 1%.

BRANDING

The Peninsula Clean Energy brand story features messaging and imagery that resonates with its audiences by focusing on the benefits of local choice and control, improved environment, a cleaner and healthier community, and the local economy.

Peninsula Clean Energy offers its customers two product options, each with a different percentage of renewable energy. To differentiate the products and provide customers with insight as to what each product entails, Circlepoint developed a unique name and brand for each: ECOplus and ECO100. ECOplus is the default product, however, the message that it was superior to PG&E's similar product was implied through the use of the word plus. ECO100 is the premium product, with 100% renewable and carbon-free electricity, so by using '100' in the name, we were able to clearly convey this.



MESSAGING

Circlepoint developed a messaging framework to guide all of the marketing and advertising content. The messaging framework serves as a blueprint to keep all written and visual communications on-brand.

The concept for the advertising campaign features photographs of actual San Mateo County residents and business owners accompanied by taglines derived from the messaging framework, personal testimonials, and a clear call to action. Circlepoint recruited community members to participate in a photo and video shoot and provide their thoughts on what clean energy meant to them and why they were choosing Peninsula Clean Energy.

San Mateo County is rich with diversity and home to a large percentage of residents who speak a language other than English at home, including Chinese, Spanish, and Tagalog. The written content and the initial campaign photographs and graphics were all tested in multicultural, in-language focus groups to

ensure that all imagery and messaging resonated with these key audiences. The findings from the focus groups helped to inform the campaign collateral and allowed us to consider all cultural sensitivities with the use of color and imagery in the campaign collateral.

To reach other important sub-audiences, not just the general San Mateo County public, Circlepoint tailored campaign messaging specific to business owners, seniors, and solar/ Net Energy Metering (NEM) customers. For business owners, the focus was on the economic benefit of staying with Peninsula Clean Energy and being a forward-thinking business. Messaging that resonated with seniors centered around making decisions that would have a positive impact on future generations that their decisions today would help to benefit their children and grandchildren now and in the future. Solar and NEM customers were known to be early adopters and were interested in topics like clean energy, “green” practices, and environmental benefits.

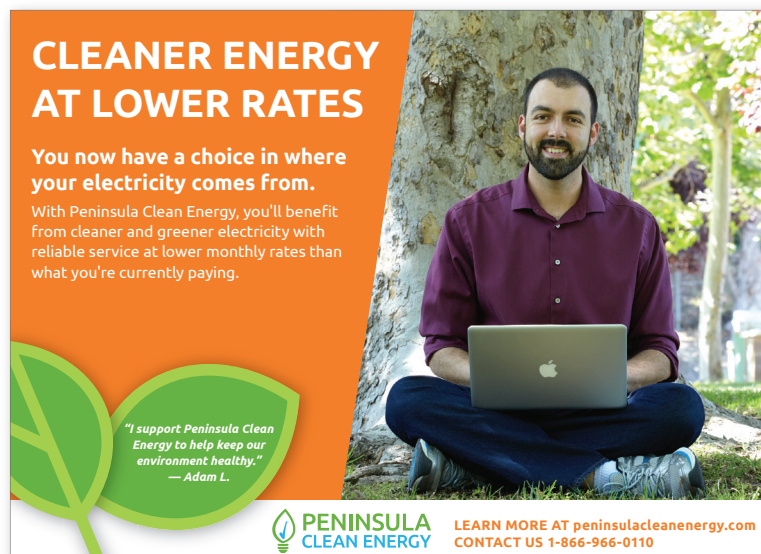
Key Messaging for the initial marketing campaign focuses on the product benefits and themes that resonate with our target audiences, including cost savings, community, choice, a healthy environment for loved ones, preserving the environment for the future. Please see the table below for examples.

Headline	Subhead	Supporting Message
Cleaner Energy at Lower Rates	For the first time, you have a choice in where your electricity comes from.	With Peninsula Clean Energy, you'll benefit from cleaner and greener electricity with reliable service at lower monthly rates than what you're currently paying.
Cleaner Energy at Lower Rates Coming This October	For the first time, you have a choice in where your electricity comes from.	Starting this Fall, enjoy cleaner energy at lower rates with Peninsula Clean Energy, the official electricity provider for San Mateo County.
Cleaner Energy Means a Brighter Future	Renewable. Affordable. Reliable.	Let's support a more sustainable community today and in the future. Get cleaner and greener energy at lower rates.
Now We Have a Choice for Cleaner Energy	Renewable. Affordable. Reliable.	Get cleaner and greener energy at lower rates. It's time that we had a choice in where our electricity comes from.

ADVERTISING CAMPAIGN

To reach the wide and varying audiences in San Mateo County, Circlepoint developed a comprehensive advertising campaign which leveraged print publications, outdoor and transit space, broadcast television, and digital channels. The print advertisements were placed in local and specialty publications, including multicultural and in-language community newspapers. Transit shelters throughout the county were leveraged and targeted based on the phase one enrollment neighborhoods. We created a 30 PSA featuring San Mateo County residents and businesses and placed the broadcast TV ads via Comcast and AT&T

targeting audiences within San Mateo County. In addition to running on CNN, HGTV, and other cable networks, the ads aired during Giants and Warriors games leading up to the program launch. Key to our advertising strategy was developing and optimizing highly targeted ads on Facebook and YouTube to reach residents within the enrollment neighborhoods, business owners, seniors, and multicultural audiences. We also placed banner ads on specific multicultural websites such as Singtao.com and EIMensahero.com to reach audiences in their preferred language.



CLEANER ENERGY AT LOWER RATES

You now have a choice in where your electricity comes from.

With Peninsula Clean Energy, you'll benefit from cleaner and greener electricity with reliable service at lower monthly rates than what you're currently paying.

*"I support Peninsula Clean Energy to help keep our environment healthy."
— Adam L.*

PENINSULA CLEAN ENERGY LEARN MORE AT peninsulacleanenergy.com
CONTACT US 1-866-966-0110



PENINSULA CLEAN ENERGY

ENERGÍA MÁS LIMPIA CON TARIFAS MÁS BAJAS.

INFÓRMESE MÁS EN es.PeninsulaCleanEnergy.com



清潔能源就是美好未來

CLEANER ENERGY MEANS A BRIGHTER FUTURE

平生第一次，電力來源由您選擇。
For the first time, you have a choice in where your electricity comes from.

PENINSULA CLEAN ENERGY 請上網到 zh.PeninsulaCleanEnergy.com 了解詳情
Learn more at zh.PeninsulaCleanEnergy.com

WEBSITE

To accommodate all of the different audiences that would be looking to the Peninsula Clean Energy website for more information, Circlepoint developed a fully-responsive site in multiple languages, with specialized content for residents and businesses. We integrated iframes, which allowed customers to easily

opt-up to ECO100, opt-out of the program, or join as an “Early Adopter” to become enrolled during the first phase. We developed custom interactive features like an ECO Business Directory, Progress Tracker and animated video to engage visitors and provide them with additional information about the program.



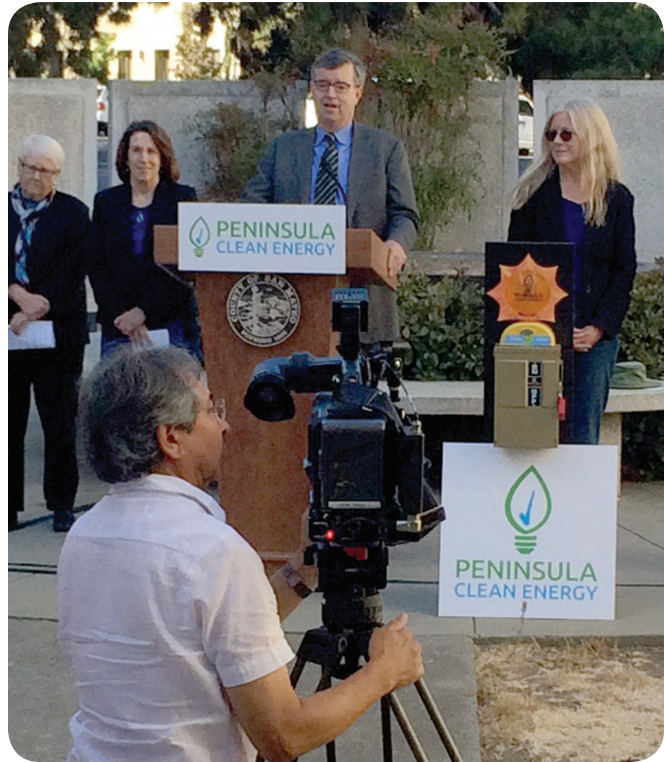
SOCIAL MEDIA

Circlepoint developed organic social media content to complement the advertising campaign and to provide Peninsula Clean Energy with an authentic voice. We created a regular editorial calendar with interesting content and compelling graphics that highlighted program milestones and key dates, as well as timely and relevant content that we knew the Peninsula Clean Energy audiences would be interested in. One of the most popular series of posts was focused on outreach events where event goers would write why they were excited for cleaner energy on a chalk board and pose for a photo. This idea helped create a direct connection between real San Mateo County residents and the Peninsula Clean Energy brand.



MEDIA RELATIONS

To announce the launch of the Peninsula Clean Energy program, Circlepoint planned, facilitated, and managed a press conference with local media. We announced the press conference with a media advisory that was disseminated across the newswire in San Mateo County. The media advisory used the term, “we flipped the switch!” to designate the launch of the program. At the press event, county supervisors and the Peninsula Clean Energy CEO flipped a symbolic switch for a photo opportunity. All members of the press who attended received a press kit with Peninsula Clean Energy information, quotes, and links to high-res photography and videography. We also created a Media Center on the website to create a one-stop location for reporters to access the latest information and high-resolution assets about the program.



HOW IT WORKS

RENEWABLE ENERGY
Electric Generation
Peninsula Clean Energy

SAME SERVICE AS ALWAYS
Electric Delivery
PG&E

YOUR COMMUNITY CHOICE
Cleaner Energy, Lower Rates
You

Just one bill: You will get just one combined bill every month from PG&E. No duplicate fees.

Same reliable service: PG&E will continue to maintain the poles and wires as they always have.

Lower rates: Our rates for ECOplus will be less than PG&E's rates for electricity that's twice as green.

If you're enrolled in any of PG&E's discount programs, you will continue to get your discounts with Peninsula Clean Energy—there's no need to reapply.

You don't need to do a thing to choose cleaner energy.

ECOplus
PENINSULA CLEAN ENERGY

In October 2016 you will be automatically enrolled in our ECOplus product, our default electric service, on your regular billing date. **ECOplus is at least 50% renewable and costs less than what you pay for PG&E.** It's better for your wallet, the planet and your community!

ECO100
PENINSULA CLEAN ENERGY

If you want to do more for the environment and you can afford to pay a little extra, sign up for ECO100. **With ECO100, 100% of your electricity comes from renewable sources and is 100% carbon free.**

Get connected

Facebook.com/PenCleanEnergy

Twitter @PenCleanEnergy

LinkedIn.com/company/PenCleanEnergy

www.PeninsulaCleanEnergy.com | 1 (866) 966-0110

NOTICING

State requirements dictate that four mailed notices were required to be sent to San Mateo County residents and businesses prior to and following program enrollment. The timing of the mailed notices during the election season required creative planning to ensure our notices wouldn't get lost in the shuffle of the influx of campaign mailings.. We knew that we needed to be creative with the design and layout of the print communications to differentiate the Peninsula Clean Energy correspondence from the rest of the noise. Circlepoint created different versions of the notices, including letters, an accordion brochure, and a postcard.

We relied on Census data to pinpoint which cities required bilingual notices and in what language. In addition to general notifications, Circlepoint developed special messaging to target new residents and movers; NEM customers; and residents of Portola Valley, who were automatically enrolled in ECO100 due to a city council decision. PCE is also forging a partnership with PG&E, the incumbent utility provider, to allow us to include a bill insert into their regular billing correspondence. This is the first time that PG&E is allowing this to happen. The bill insert will provide an added value to Peninsula Clean Energy, because the insert will not require the additional postage cost.

OUTREACH AND COLLATERAL

Circlepoint developed custom collateral to empower PCE staff, volunteers, partners, and other key stakeholders to effectively communicate with key target audiences. We created a senior buddy training guide, with tailored messaging, key information, cost charts, and key contacts to help the senior population in San Mateo County learn about and trust Peninsula Clean Energy during the transition period. The senior buddy training guide also had language for the volunteers who were doing the senior outreach to explain that all subsidies and utility benefits, like CARE, would continue to apply with Peninsula Clean Energy.

Small, medium, large, and agricultural businesses were all included in the Peninsula Clean Energy enrollment plan, which made business owners and decisions makers a key target audience. To reach this key audience, Circlepoint created a business toolkit, which allows Peninsula Clean Energy staff to effectively communicate the benefits businesses will gain with staying with PCE. Businesses also receive window clings, which help to promote the Peninsula Clean Energy brand to employees and customers.

Circlepoint created a suite of additional print and digital collateral for outreach, including posters, postcards, brochures, factsheets and giveaways items with clean energy themes, likes solar-powered flash lights and pens made from 100% recycled products.



Peninsula Clean Energy Provides Cleaner Energy at Lower Rates

BUSINESS GUIDE

With the support of business leaders like you, we can work together to help make San Mateo County a better place for businesses to thrive. Beginning this October, Peninsula Clean Energy will provide cleaner electricity at lower rates and will become the official electricity provider for all commercial energy customers in San Mateo County.

It's our goal to ensure that business leaders and decision makers are well informed with all aspects of Peninsula Clean Energy and what the change means for their businesses. Providing you with clear and concise information is important to us, because businesses like yours serve as a cornerstone for our community.

We know your time is important, which is why we've created this guide. All of the Peninsula Clean Energy details that you need can be found here. This guide includes enrollment details, costs, energy options, key dates, answers to some frequently asked questions that you may have, and other helpful information. In addition, we've provided some useful resources that make it easy to spread the word about Peninsula Clean Energy with your employees and customers.

Coming this October!

We are Peninsula Clean Energy

For the first time, you have the power to choose where your energy comes from! Peninsula Clean Energy (PCE) offers you a choice of multiple electricity options, each with a different amount of clean energy from renewable sources. With Peninsula Clean Energy, you're choosing a brighter future for San Mateo County.

Peninsula Clean Energy is the right choice for us because its renewable, affordable, and reliable.

Learn more at PeninsulaCleanEnergy.com



Benefits

- Reduction in greenhouse gases
- Greener choices at competitive rates
- Local control, reliable service
- Investing in our community

How can I enroll?

Peninsula Clean Energy enrollment is easy because it's automatic! Residents and businesses will be enrolled based on neighborhood. Customers will be enrolled in three phases over the course of 11 months beginning October, 2016.

PeninsulaCleanEnergy.com

RESULTS

The Peninsula Clean Energy launch advertising campaign resulted in a 62% increase in website traffic, with more unique visitors, repeat visitors, page views, and time spent on the website. The Facebook advertisements resulted in more than 38,000 website visits, with a reach of more than 122,000 unique people and 1.3 million total impressions. Video ads on YouTube resulted in 17,795 website visits and nearly 180,000 impressions. In addition to the digital and social ads, print advertisements, outdoor ads, televisions ads, and earned media all caused website traffic to spike, with a direct correlation between website visits and increases in opt-up enrollment and the timing of the ad placements.

The most important key performance indicator and overall program goal was to keep the opt-out rate below 15%. To date, the overall program opt-out remains less than 1%, far exceeding the initial goal. Also, more than 500 customers have signed up to become Early Adopters and nearly 1,000 customers have opted up to ECO100 to receive 100% renewable and carbon-free electricity.

Through the first enrollment phase, Circlepoint's advertising, marketing, and outreach efforts have delivered results that far exceeded the Peninsula Clean Energy team and the County's initial goals. Furthermore, the success rate of Peninsula Clean Energy opt-ups and opt-outs have set a new high benchmark for CCE programs throughout the state of California.



Facebook advertisements reached **122,000+ UNIQUE PEOPLE**



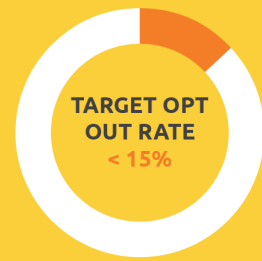
500+ CUSTOMERS
opted in as
Early Adopters

62% INCREASE
in website traffic during campaign

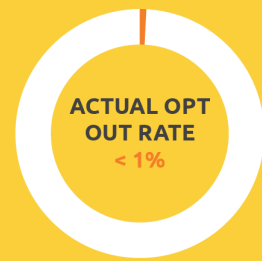


1,000+ CUSTOMERS
opted up to ECO100
(100% renewable energy)

Our goal was to keep the opt-out rate below 15%.



The current opt-out rate is less than 1%.



IMPRESSIONS BY CHANNEL



BRING YOUR OWN SAC!

JANUARY 1, 2016



SACRAMENTO PLASTIC BAG BAN CAMPAIGN



BRING YOUR OWN SAC



SACRAMENTO PLASTIC BAG BAN CAMPAIGN

INTRODUCTION

SUMMARY

On March 31, 2015, the City of Sacramento unanimously approved the single-use plastic bag ordinance. The ordinance intent is to reduce litter and non-compostable materials in landfills, making Sacramento a cleaner, more sustainable city. As of January 1, 2016, single-use plastic bags are no longer provided at many businesses in Sacramento.

To prepare local retailers and shoppers for this change, the City of Sacramento Department of Public Works, Recycling and Solid Waste Division, hired Circlepoint to develop a campaign brand, community engagement strategy, and accompanying marketing and advertising materials. The goal of the campaign was to motivate behavior change to reduce the use of single-use plastic bags and encourage the use of reusable bags.

PROJECT OBJECTIVE

The two main objectives of the campaign were to:

1. Prepare local retailers for the ban, provide them with easy-to-use resources and motivate them to comply with the ban requirements.
2. Prepare local shoppers for the ban, motivate them to use reusable bags and raise awareness about the benefits of a more sustainable lifestyle.

The client's vision was to make it easy for retailers and shoppers to adapt their behavior to align with more sustainable practices, and to inspire local civic pride about being part of a greener, cleaner City of Sacramento.



METHOD (THE BLUEPRINT FOR SUCCESS)

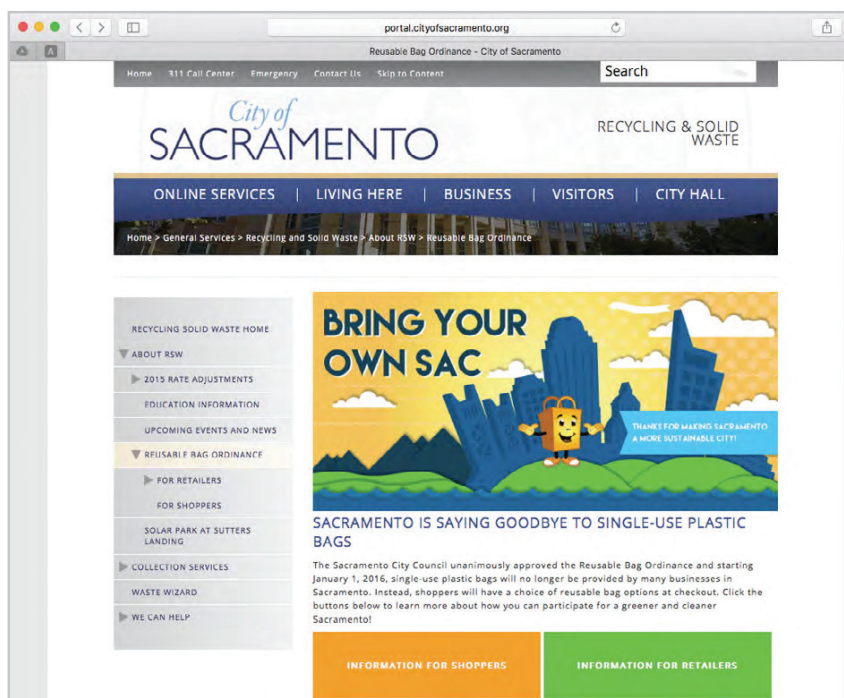
A variety of interactive, social, digital, and print materials were developed to promote awareness and compliance of the ordinance. Collaborating closely with the client, Circlepoint developed campaign branding, messaging and creative assets to resonate with target audiences and appeal to their motivations. We chose a specific mix of in-person, print, interactive and social channels based on analysis of our target audiences and a deep understanding of their motivations, barriers and preferred channels.

PHASE I

To kick-off the campaign, the project team designed web pages for both retailers and shoppers. The retailer's page featured a "get ready" toolkit with a factsheet, posters for employees and customers, counter pop-up display and an "action plan" for the ban. The outreach materials educate retailers, employees, and customers while outlining step-by-step how to comply with the ordinance. The shopper's page featured educational information about the new ordinance and encouraged the use of a reusable bag on their next shopping trip.

Local Retailers

Our first effort to reach retailers about the upcoming ban was a courtesy mailing in August 2015, which included an introductory letter and compelling factsheet. This mailing resulted in 9 proactive calls from larger chain stores to ensure their compliance. After that initial mailing, we developed a retailer toolkit which included a detailed factsheet, poster for employees and pop-up counter-top display. All of these materials are also available for download online at that campaign website.



We chose a specific mix of in-person, print, interactive and social channels based on analysis of our target audiences and a deep understanding of their motivations, barriers and preferred channels.



Reaching Multicultural Audiences

The City of Sacramento is home to many distinct cultures. To effectively reach as many people as possible with the messages about the ban and using reusable bags we translated outreach materials into Chinese, Vietnamese, and Spanish.

BRING YOUR OWN SAC

SAY "SO LONG" TO SINGLE-USE PLASTIC BAGS

Help Sacramento go greener by being a part of the reusable bag revolution!

WHEN AND WHERE WILL THE BAN HAPPEN?
Starting January 1, 2016, single use plastic bags will no longer be available in the City of Sacramento at:

- Grocery stores
- Large Pharmacies
- Convenience Stores
- Markets
- Stores that have a grocery or pharmacy as one of their departments (Target, Walmart, etc.)

WHY IS THE CITY LIMITING USE OF PLASTIC BAGS?
Single-use plastic bags are a major source of litter! They take hundreds of years to degrade and are harmful to our environment. By switching to reusable bags, you can help significantly reduce the amount of waste that goes into area landfills.

WHAT DOES IT MEAN FOR ME?

- Bring Your Own Sac! Save money and live green by bringing your own reusable bags.
- You are welcome and encouraged to bring any reusable bag with you to carry out items, even bags from other stores.
- You can also buy a paper or reusable bag at check-out - stores subject to the ban must make recyclable paper or reusable bags available for purchase for a minimum of \$10 per bag.

VISIT BRINGYOUROWNSAC.ORG FOR MORE INFORMATION AND HELPFUL TIPS.

Recycling & Solid Waste
CITY OF SACRAMENTO

BRING YOUR OWN SAC

WHY COMPLY?
The Bring Your Own Sac ordinance by the City of Sacramento will be enforced with fines starting at \$100 for non-compliance. The ordinance is intended to reduce litter and encourage recycling. Sacramento is a leader, setting an example for other cities.

HOW WILL THE BAN AFFECT YOUR BUSINESS?
If your business is a grocery store, large pharmacy, convenience store, market, or store that has a grocery or pharmacy as one of their departments (Target, Walmart, etc.) you can no longer provide single-use plastic bags to customers. Instead, you can offer reusable bags that meet the City standards (see below) for a minimum of \$10 each. Customers may bring any bag they like for their use in the store. For more information on whether your business is covered under the law, please see the reverse or visit BringYourOwnSac.org.

CHOOSE THE BEST BAG FOR YOUR BUSINESS.
Three different kinds of bags may be provided under the ordinance. Businesses will need to charge a minimum of \$10 per bag to subsidize the purchase of reusable bags. The detailed standards for bags that are permitted by the ordinance are available on-line at BringYourOwnSac.org. All businesses are required to abide by these standards when selecting bags for sale.

BE PREPARED, VISIT BRINGYOUROWNSAC.ORG

Recycling & Solid Waste
CITY OF SACRAMENTO

TRAIGA SU PROPIA BOLSA

¿POR QUÉ CUMPLIR CON LA NORMA?
La nueva ley de bolsas Bring Your Own Sac de la ciudad de Sacramento y se pondrá en vigor con multas que van de \$100 por incumplimiento. La nueva ley pretende reducir la basura y fomentar el reciclaje. Sacramento es un líder, estableciendo un ejemplo para otras ciudades.

¿DE QUÉ MANERA AFECTA ESTA PROHIBICIÓN A SU NEGOCIO?
Si su negocio es una tienda de alimentos, una gran farmacia, una tienda de conveniencia, un mercado o tienda que tienen comestibles o farmacia como una de sus departamentos (Target, Walmart, etc.), ya no podrá ofrecer bolsas de plástico desechables a sus clientes. En su lugar, puede ofrecer bolsas reutilizables que cumplan con los estándares de la ciudad (véase a continuación) por un mínimo de \$10 cada una. Los clientes pueden traer cualquier bolsa que quieran para usarla en la tienda. Para obtener más información sobre si su negocio está cubierto por la ley, vea al reverso o visite BringYourOwnSac.org.

ESCOJA LA MEJOR BOLSA PARA SU NEGOCIO
Según la norma, se pueden ofrecer tres tipos diferentes de bolsas. Los negocios deberán cobrar un mínimo de \$10 por bolsa para subsidiar la compra de las bolsas reutilizables. Los estándares detallados para las bolsas que permite la norma están disponibles en línea, en BringYourOwnSac.org. Todos los negocios están obligados a respetar estos estándares cuando seleccionen las bolsas para su venta.

ESTÉ PREPARADO, VISITE BRINGYOUROWNSAC.ORG

Recycling & Solid Waste
CITY OF SACRAMENTO



Research

Preliminary research for the campaign included an audit of the client's existing outreach materials and online landscape. Circlepoint conducted a breadth of visual research to understand current trends in behavior change and sustainability marketing, ensuring that the resulting campaign would be both distinctive and appropriate for the market.

PHASE II

The next phase of the campaign targeted shoppers by utilizing print advertisements, radio public service announcements, pop-up events at grocery stores and social media channels to raise awareness of the ordinance. The outreach materials featured community-focused imagery with targeted messaging and clear calls to action. A steady drumbeat of social media infographics, quizzes, prizes, and face-to-face engagement accompanied to ensure continued engagement and participation.



MEDIA STRATEGY

EDITORIAL CALENDAR

Working closely with the client, Circlepoint developed a detailed editorial calendar to activate print, digital and radio channels in a streamlined effort ensuring consistent messaging and effective levels of market saturation. Our strategy was to reach audiences with the right message at the right time.

SOCIAL ADVERTISING

Our digital media strategy included two Facebook advertising campaigns, targeting Sacramento residents who use the social network in English and indicated they have environmental interests. By the end of its run, the campaign resulted in close to 100,000 impressions within the Sacramento market.

#BYOSAC CONTEST

As part of our social engagement strategy, the team came up with the #BYOSac contest. The idea was to get people to post a photo of themselves with a reusable bag using the #BYOSac to win one of the reusable bags we developed for the campaign. The contest familiarized people with the campaign, created a

channel for giving away the great branded reusable bags and also helped humanize the campaign by putting faces with the behavior.

The contest also gave us a clear call to action for local officials to participate and help spread the word.



#BYOSac contest: Mayor of Sacramento, Kevin Johnson, with the reusable campaign bags.

An infographic titled 'BRING YOUR OWN SACK' with a date of 'JANUARY 1, 2016'. It features a cartoon character holding a sack. The infographic contains several statistics and messages:

- Starting JANUARY 1, 2016, single-use plastic bags will no longer be available at many grocery stores in the City of Sacramento.
- BRING YOUR OWN BAGS AND SAVE MONEY! Bringing your own reusable bag will save you 10 cents per bag, and though it may seem small, it really adds up over time! Some grocery stores even offer discounts for customers who bring their own bags – now that's incentive. Please check your local store's policy.
- Single-use plastic bags make up over 10% of washed-up debris polluting the United States coastline.
- A single-use plastic shopping bag can take anywhere from 15-1000 years to decompose.
- Over a lifetime, the use of reusable bags by just one person would save over 22,000 single-use plastic bags.
- A high-quality reusable bag has the ability to replace 600 single-use plastic bags.
- The petroleum used to produce single-use plastic bags can drive a car one mile.

The infographic also includes a small map of the United States and a car icon. At the bottom, it says 'LEARN MORE AT BRINGYOUROWNSAC.ORG'.

RESULTS

RETAILERS

Of the 350+ local retailers affected by the ban, we were able to connect face-to-face with over 100 local retailers and distribute toolkits to help them prepare. This proactive effort went a long ways towards building trust with retailers and overcoming misconceptions. At this time, over 90% of the local retailers are in compliance with ordinance requirements.

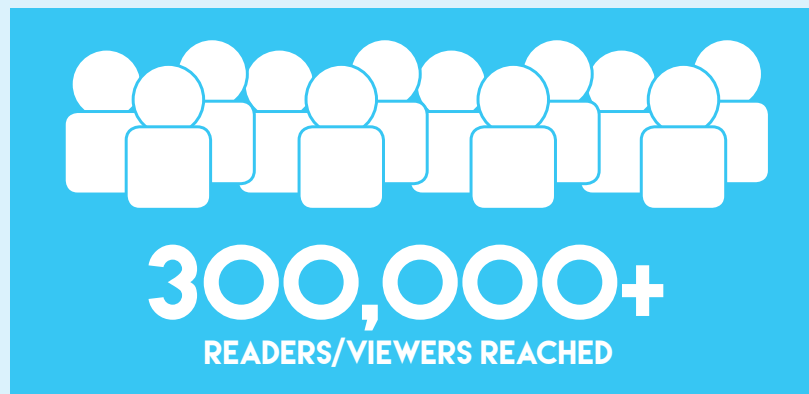
PUBLIC ENGAGEMENT

Our efforts to engage resulted in 4 well-attended pop-up events at local retail and grocery stores. These events enabled us to connect one on one with hundreds of residents.



EARNED MEDIA

The campaign resulted in 10 news articles from media outlets including Fox 40, the Sacramento Bee and Sacramento Business Journal, reaching a combined audience of over 300,000 readers/viewers.



RESULTS CONTINUED

SOCIAL MEDIA & WEB

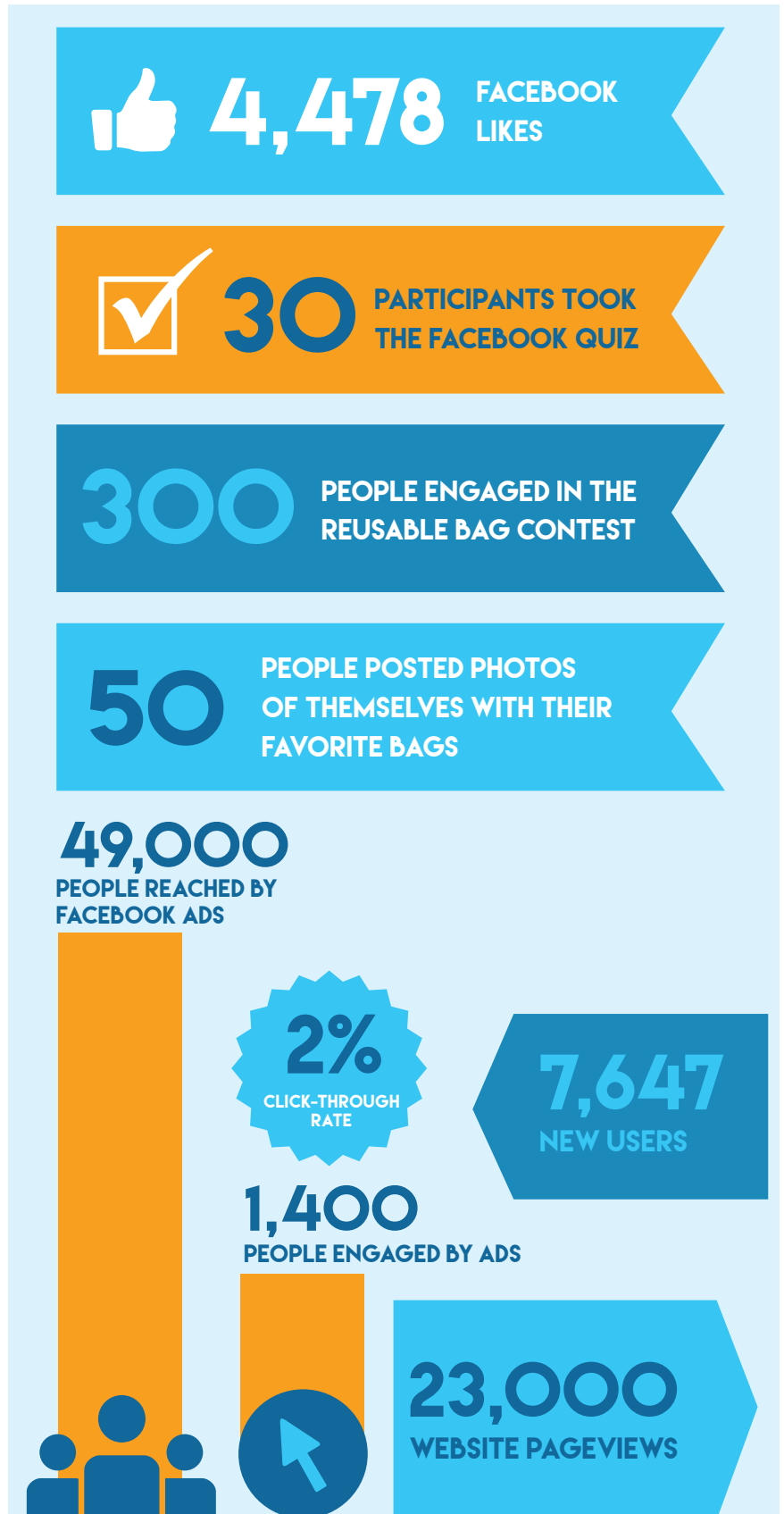
The Facebook ads were seen by 49,000 people (reach). More than 1,400 people engaged with the ads (liked, shared or clicked-through to the campaign website), and clicked on the ads to visit the campaign website. This represents a 2% click-through rate, which is a strong success rate for social media advertising (2.5% is currently the national average for Facebook news feed ads). Thirty participants took the Facebook quiz to test their reusable bag IQ and more than twenty people shared the post to encourage their networks to take the quiz. The reusable bag contest was a big success with close to 300 people engaging with the post close to 50 people posting photos of themselves with their favorite reusable bags.



The social engagement and other outreach efforts resulted in over 23,000 unique visits to the campaign website, making the campaign pages the second highest ranking pages across the sacrecycle.org platform.

Web Statistics

The team used Google Analytics to track engagement on the campaign web pages. Between July 1, 2015 - January 31, 2016, the pages garnered 23,133 pageviews, 10,631 sessions (or visits), with an average session duration: 1:32. Of this engagement, 7,647 of the visits were from new users.



CREATIVITY

CAMPAIGN CREATIVE

The project creative could have met campaign objectives by simply informing our target audiences about the ban, but the team took it to the next level by injecting fun, joy and civic pride into the campaign theme.

The campaign slogan, “Bring Your Own Sac” is a creative play on words that makes reference to both to the City of Sacramento and the topic of reusable bags/sacks. The “Bring it” call to action lends the campaign a personable, casual tone that softens the ask for behavior change. The result was a positive, empowering campaign that encouraged target audiences to rally (and change behaviors) in support of a green, cleaner, more sustainable City of Sacramento.

The campaign creative uses an animated bag character to educate audiences about the environmental benefits and cost savings to encourage the use of a reusable bag. The artwork is joyful and fun, with positive messaging that promotes awareness and compliance of the ordinance. The character’s approachable and smiling appearance creates an easy connection that spans a range of audiences. The concept enabled us to keep the messages current and exciting by showing the bag character modeling behavior in a variety Sacramento landscapes and scenarios. For example, the Sacramento New Years’ Eve graphic, showing the bag character preparing to launch the ordinance or “drop the bag” on January 1, 2016.

It was also important to respond to the comments we received via social media and overcome existing misinformation around the ban, which we did through a series of fun, informative “mythbuster” infographics.

BUDGET

The campaign budget was \$44,970.00, which included the direct costs of mounted posters and Facebook advertising. We monitored our budget and timeline weekly, to ensure that the project stayed on track.



MYTH:
The Reusable Bag Ordinance is part of a larger statewide ban on single-use plastic bags.

FACT:
The City of Sacramento passed its own ban. Starting January 1, 2016, single-use plastic bags will no longer be available at many grocery stores in the City of Sacramento. The status of the nation's first statewide ban will be determined in late 2016.




MYTH:
All single-use plastic bags are gone forever!

FACT:
Single-use plastic bags will still be available at many stores that are not subject to the ban such as retail stores that do not sell food or have a pharmacy, restaurants, craft stores, and Farmer's markets.



MYTH:
Single-use plastic bags are just as good for re-use.

FACT:
Reusable bags are stronger, sturdier, and longer lasting than single-use plastic bags. Not to mention, bringing your own sac saves money and benefits the environment too.



MYTH:
Stores not included in the ban are required to provide a free bag.

FACT:
There is no law requiring any store to provide free bags!



Save Our Citrus Campaign Summary

OVERVIEW

The Save Our Citrus campaign increases public awareness of the potential risks associated with moving citrus plants and products. The overarching goal is to change the human behaviors that contribute to the spread of citrus pests and diseases. The communications assets are designed to drive target audiences to the Save Our Citrus website and to generate buzz about the consequences of citrus diseases. The campaign includes advertising and interactive engagement strategies. All communications – including the website, videos, advertising page, and reporting page – were presented in Spanish and English.

Target Audiences:

To maximize traction and relevance, three audiences were targeted throughout this campaign.



Homeowners & Renters: Individuals and families whose property includes one or more citrus trees



Gardeners: Individuals and businesses that tend and cultivate citrus trees



Supporters & Champions: Individuals who have “Liked” citrus disease items and related causes online



Project Channels:

This campaign followed a multi-pronged digital strategy that leveraged numerous channels and platforms.

- **Website:** <http://www.SaveOurCitrus.org/> (English); <http://SalveLosCitricos.org/> (Spanish)
- **Social media:** Facebook, Twitter, Pinterest
- **Search**

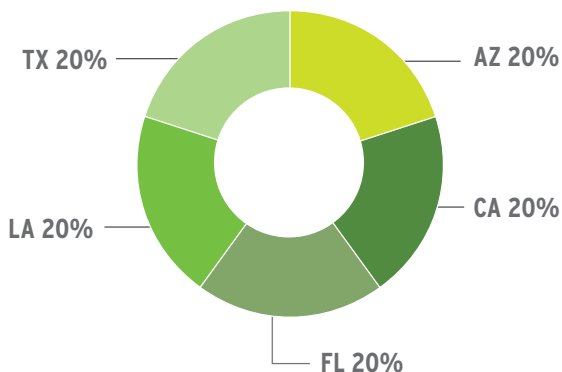
Save Our Citrus Campaign Summary

ADVERTISING

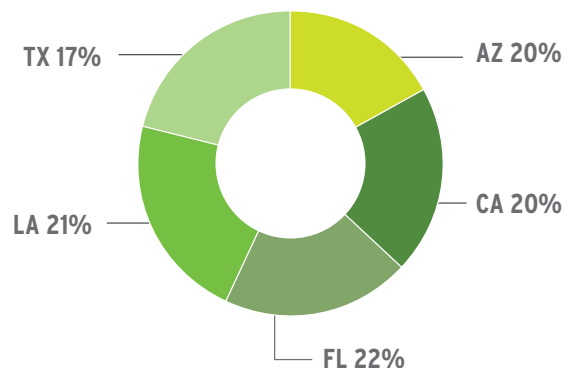
Display Advertising

Online display advertising was used for local coverage in specific markets (AZ, CA, FL, LA, TX), allowing for a geo-targeted presence on gardening and lifestyle sites, as well as TV, radio, newspaper and other news/information sites.

Display Advertising Impressions (by state)



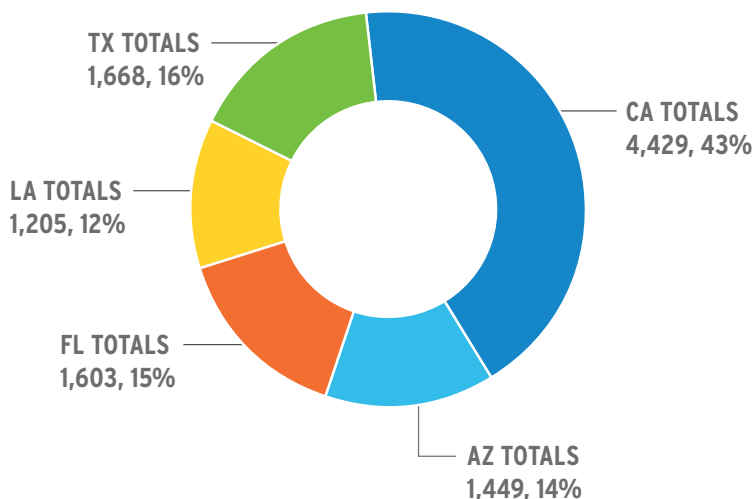
Display Advertising Clicks (by state)



Pay-Per-Click Advertising Search Engine Marketing

Ads were served when triggered by searches for citrus-relevant keywords and phrases on major Search Engines (Google, Yahoo, Bing).

Clicks (by state)



Impressions:

Two-Phase Advertising Campaign: Phase I 7/20/15-10/18/15; Phase II 2/1/16-04/24/16

Engagement (clicks to website) 35,949

TOTAL IMPRESSIONS More than 22 million (22,528,596)

Save Our Citrus Campaign Summary

WEBSITE

Over the course of the campaign, the 10 most-visited webpages at the Save Our Citrus website have garnered an impressive 131,123 pageviews. Of these Top 10, the Citrus Diseases page which was promoted heavily during the August 2015 “Check Your Tree” feature was the clear leader with 82,029 pageviews - nearly two-thirds of the most-visited pages.

More than
90K
unique users!

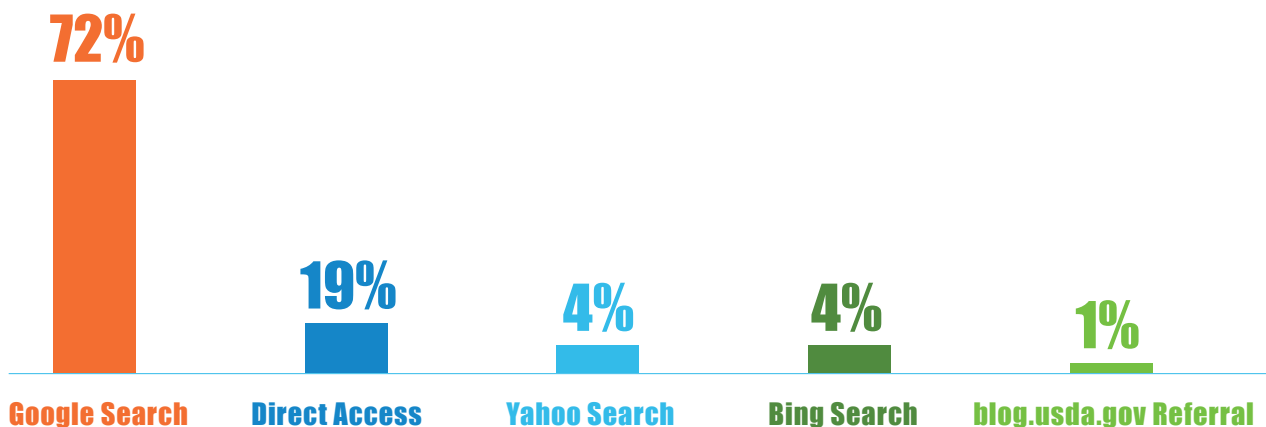
Here is how the Top 3 have stacked up against one another (subtotal of 118,202 pageviews):



Sessions by Device:



Top Referrals:



Save Our Citrus Campaign Summary

SOCIAL MEDIA ENGAGEMENT

Facebook and Twitter were the primary channels through which we promoted the Save Our Citrus outreach content. This content included quizzes, videos, news articles, and special infographics. Most of the information was made available both on the Save Our Citrus Website and on the mobile-friendly Facebook and Twitter pages.

The Save Our Citrus Facebook page showed an average engagement rate of 2.85%. Industry average ranges between .5% - .99%, with anything over a 1% considered high-performing. Our 2.85% engagement demonstrates that people are interested in citrus health topics, are aware of its importance, and are engaging with this information. The same is evident with the campaign's Twitter presence, where our average engagement rate is 0.7%. For comparison, the top 25 brands on Twitter enjoy a 0.07% engagement level, far below ours.

Thanks to the Save Our Citrus Campaign, more and more people have become aware of citrus health issues and have engaged our website and social media channels for information. These channels delivered a positive, valuable, and measurable impact in informing and engaging the public.

Facebook:

Impressions..... 215,825 (last 6 months)
 Post Reach 170,276 (last 6 months)
 Engagement Rate..... 2.85%
 (above industry average)

Twitter:

Impressions..... 41.3 K
 Link Clicks 1 per day
 Engagement Rate..... 0.7%
 (above industry average)
 New Followers (last 90 days) 1 per day

Put the Squeeze on Citrus Disease Video



Save Our Citrus Campaign Summary

Sample Campaign Elements



Regular Posting: Citrus Disease News

Date: 01/27/16

Facebook Impressions Generated: 4,017



Regular Posting: Citrus Plant Clippings

Date: 04/07/16

Facebook Impressions Generated: 486

Twitter Impressions Generated: 2,497



Video: Put the Squeeze on Citrus Disease

Date: 04/27/16

Facebook Impressions Generated: 2,900

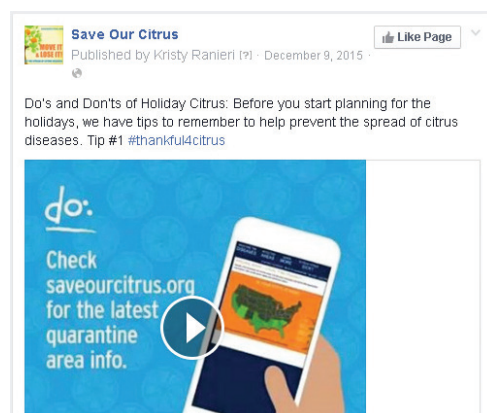
Twitter Impressions Generated: 1,917



12 Days of Citrus

Date: 12/14/15-12/25/15

Facebook Impressions Generated: 1,986



Dos and Don'ts of Holiday Citrus

Date: 12/19/15

Facebook Impressions Generated: 2,847



Video: Dos and Don'ts of Holiday Citrus

Date: 12/14/15

Facebook Impressions Generated: 3,122

Save Our Citrus Campaign Summary

FACEBOOK ADVERTISING

In addition to the organic traction earned by regular unpaid postings on Facebook, the campaign included paid (“Sponsored”) Facebook Ads to accelerate and expand the growing reach of Save Our Citrus as well as clickthroughs to SaveOurCitrus.org.

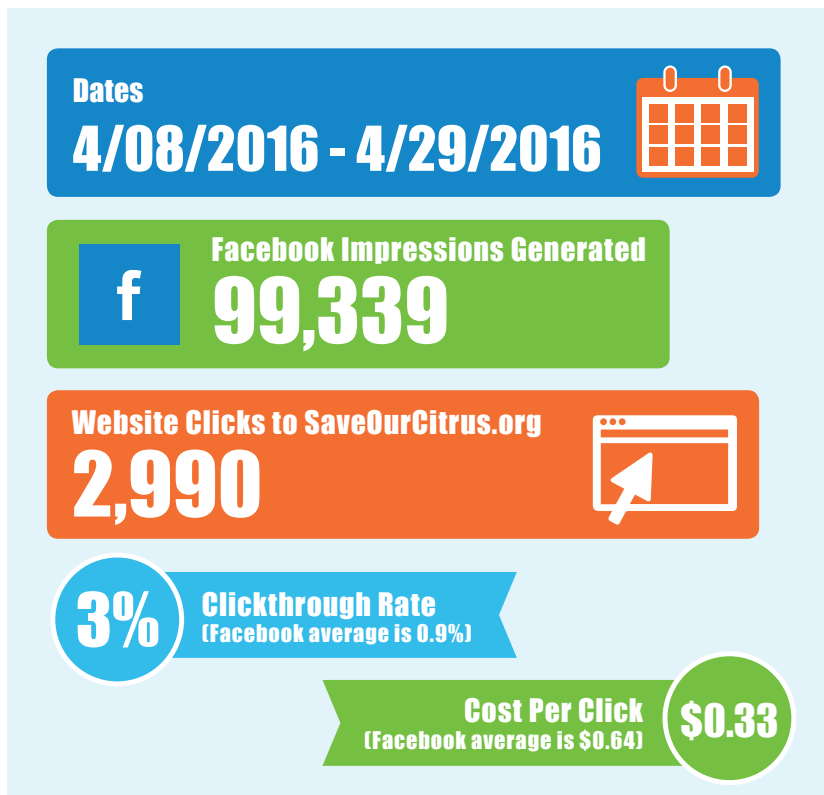
Perhaps the crowning achievement of the Save Our Citrus Facebook Ad Campaign was the advertisement launched in April 2016 that featured a visual of a diseased lime. This particular ad generated more than 92,000 impressions with nearly 3,000 website clicks – equating to a staggering clickthrough rate (CTR) of 3.1%. The industry average for CTR is 0.9%, so the 3% CTR demonstrates remarkable relevance among the target audiences. Additionally, this advertisement garnered a Cost Per Click (CPC) of \$0.33 where the industry average is \$0.64, showing that Facebook Ads were cost-effective tools to expand the reach of Save Our Citrus.

Targeting:

Location: United States: Arizona; California; Florida; Louisiana; Texas

Age: 18-65+

People Who Like: Animal and Plant Health Inspection Service, Master gardener program, United States Department of Agriculture, Master Gardener, University of Florida College of Agricultural and Life Sciences, California Department of Food and Agriculture, Citrus or Texas Department of Agriculture, Behaviors: Agriculture, Employers: U.S. Department of Agriculture



Facebook Ad

UC DAVIS SMART LIGHTING INITIATIVE

UC Davis embarked on a \$39 million initiative to achieve a 60 percent reduction in energy consumption from lighting by 2015. The University hired Circlepoint to develop an effective brand, website and outreach plan for this project. Circlepoint took a creative, strategic, results-oriented marketing approach that supported the University's forward-thinking direction. We designed, developed, and

continue to maintain a program website that is engaging and informative and reinforces core program messages. In addition to providing information about the technology being used, the website also features an interactive Savings to Date tracker. This tool allows visitors to see which projects are resulting in the greatest energy savings for the University.

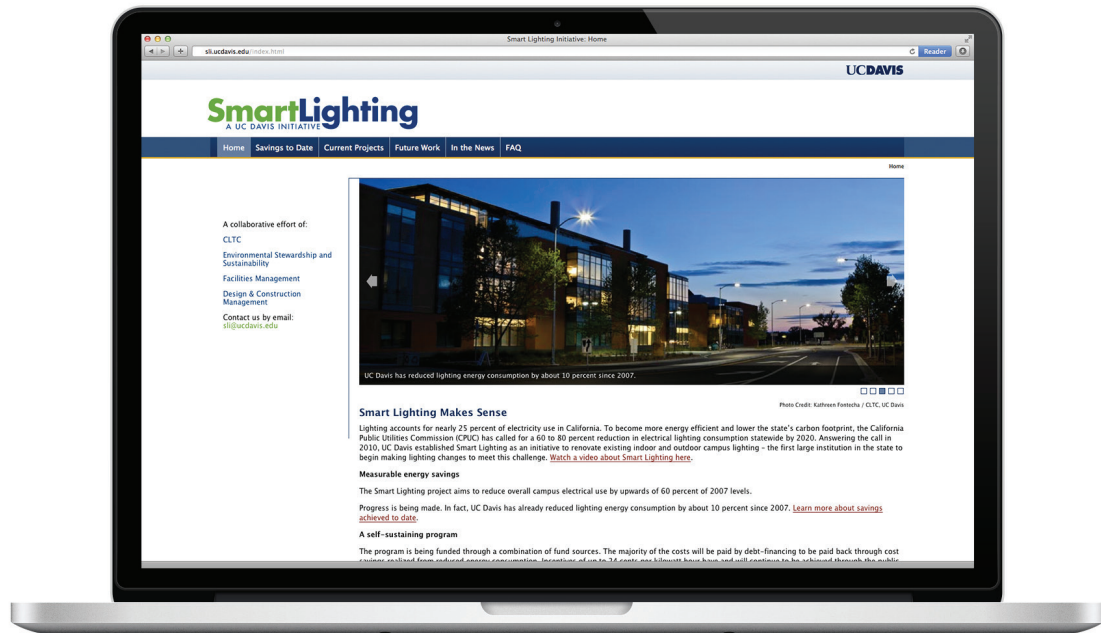


KEY ELEMENTS:

- User-friendly Web Design
- Interactive Infographics
- Branding
- Research
- Stakeholder Outreach



SMART LIGHTING INITIATIVE



OAKLAND RECYCLES

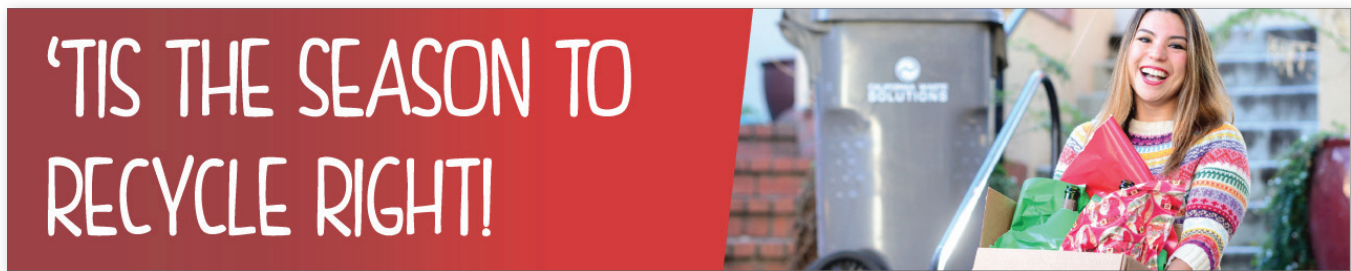
PROJECT OVERVIEW

Oakland is embarking on an ambitious zero waste program to keep all recyclable and compostable material out of landfills, create a greener, cleaner community and carry Oakland forward as an environmental leader and a sustainable city. Oakland Recycles is a collaboration of the City of Oakland, California Waste Solutions, and Waste Management of Alameda County, Inc.

With new service beginning July 1, 2015, Circlepoint was hired to design and launch the new OaklandRecycles.com website by June 30th so people could visit the site for updated program information.

UNIQUE FEATURES

With new services rolling out, the City of Oakland needed to make sure that it's three customer categories: businesses, single family home owners, and multi-family housing dwellers were aware of the changes and programs that are available to them. The website is also the best place for the public to learn how to "recycle right" and the consequences of recycling incorrectly—dangers to workers, fees for contaminating waste streams, etc.



KEY ACCOMPLISHMENTS

In December 2015, Circlepoint created and executed a multicultural advertising campaign for the program to encourage Oakland residents to recycle and compost during the holiday season. The campaign's objectives were to educate the residents of Oakland and motivate behavior change. To reach our audience in a fun, engaging way, we created a webpage on OaklandRecycles.com and a Facebook application featuring a holiday-themed recycling quiz.

We carefully selected advertising opportunities that would be cost-effective, have a wide distribution within Oakland, and target Oakland residents. To keep the ads authentic, we set up a photo shoot featuring Oakland residents. We placed targeted ads at grocery stores, movie theaters, transit shelters, and on Facebook

and developed in-language ads to reach Latino, Chinese, and Vietnamese audiences. The campaign was created to evolve and change, and Circlepoint is currently helping City and the haulers extend the campaign to include the 2016/2017 holidays. We are also currently in the creative development phase of a broader celebrity campaign to launch in early 2017.



SPREAD THE WORD, NOT THE FLU PUBLIC OUTREACH CAMPAIGN

PROJECT OVERVIEW

As a component of its comprehensive flu outreach program, the Yolo County Health Department needed an outreach campaign targeted at hard-to-reach communities who did not consume traditional media and were therefore unexposed to the Health Department's preparedness messages. These target audiences included monolingual Spanish and Russian speakers as well as lower socioeconomic groups.

UNIQUE FEATURES

Circlepoint determined that the best way to reach these target populations was to deliver messages through members of each community – creating a word-of-mouth campaign.

KEY ACCOMPLISHMENTS

Circlepoint developed and implemented a grassroots-level outreach campaign for the Yolo County Health Department's Pandemic Flu program. The campaign was promoted via a range of educational materials in English, Spanish, and Russian, including television Public Service Announcements (PSAs) and print materials. Print materials were distributed at locations accessed by members of each community: churches, households, farms (to reach migrant farmworkers), at community clinics and social services offices, and at other community-focused venues. PSAs were aired on language-specific channels. Materials effectively provided easy-to-remember information about pandemic flu preparedness and encouraged the audience to share what they had learned with their loved ones. This word-of-mouth approach helped the Health Department reach the most accessible individuals within target audiences, empower them, and educate them to share the messages with their communities.

DO YOU KNOW HOW TO PREVENT GETTING AND SPREADING THE FLU?

**COVER YOUR COUGH.
WASH YOUR HANDS OFTEN.
STAY HOME IF YOU'RE SICK.
AVOID SHARING INFECTED ITEMS.**

Flu is highly contagious and spread mainly by bringing the virus to the eyes, nose and mouth. To stop the spread and save lives:

- Cover your mouth with your sleeve when coughing and sneezing.
- Stay at home if you're sick to prevent infecting others.
- Always wash your hands before eating, after using the bathroom and after handling animals or birds.
- Take extra precautions around people who are sick: do not touch or share infected items (such as tissues), and stay three feet away to avoid their coughing and sneezing.

Be prepared for a pandemic (worldwide) outbreak by keeping two weeks of essential supplies at home, including:

- Two weeks of water (1 gallon/day/person)
- Two weeks of canned or packaged foods
- Extra prescription and over-the-counter medications
- A family emergency plan with emergency contact numbers provided to everyone in your family, day-care providers and school personnel. Also choose an alternate family meeting place in case you cannot return home immediately.

**LEARN HOW TO PROTECT YOURSELF AND OTHERS FROM THE FLU.
1-800-429-8206 ■ WWW.YOLOHEALTH.ORG**

ЗНАЕТЕ ЛИ ВЫ КАК ПРЕДОТВРАТИТЬ ЗАРАЖЕНИЕ ГРИППОМ И ЕГО РАСПРОСТРАНЕНИЕ?

ПРИКРЫВАЙТЕ РОТ ПРИ КАШЛЕ. МОЙТЕ ЧАСТО РУКИ. ОСТАНАВЬТЕСЬ ДОМА ЕСЛИ ВЫ БОЛЬНЫ. ИЗБЕГАЙТЕ СОПРИКОСНОВЕНИЯ С ЗАРАЖЕННЫМИ ПРЕДМЕТАМИ.

**РАСПРОСТРАНИТЕ СЛОВО
НЕ ГРИПП**

**УЗНАЙТЕ, КАК СЕБЯ И ДРУГИХ ЗАЩИТИТЬ ОТ ГРИППА. ОСТАВЬТЕ ЕГО РАСПРОСТРАНЕНИЕ. СЕРВЕТИТЕ ЖИЗНЬ.
916-375-6383 WWW.YOLOHEALTH.ORG**

**TRANSMITE LA PALABRA
NO LA GRIPE**

**APRENDE COMO PROTEGERTE A TI Y A TU FAMILIA DE LA GRIPE. PARA LA TRANSMISIÓN Y SALVA VIDAS.
1-800-429-8308 WWW.YOLOHEALTH.ORG**



**DO YOU KNOW HOW TO PREVENT GETTING AND SPREADING THE FLU?
COVER YOUR COUGH. WASH YOUR HANDS OFTEN.
STAY HOME IF YOU'RE SICK. AVOID SHARING INFECTED ITEMS.**

SPREAD THE WORD NOT THE FLU

**LEARN HOW TO PROTECT YOURSELF AND OTHERS FROM THE FLU. STOP THE SPREAD AND SAVE LIVES.
1-800-429-8206 WWW.YOLOHEALTH.ORG**



ENERGY UPGRADE CALIFORNIA IN LOS ANGELES COUNTY (EUCLA)

Energy Upgrade California is a statewide program, developed under the direction of the California Energy Commission (CEC) and the Public Utilities Commission (CPUC) and adopted in May 2011 by the County of Los Angeles. The purpose of the program is to motivate and guide homeowners to do a Home Energy Upgrade in order to reduce home energy waste, lower home energy costs, and improve the health and sustainability of the community by lowering greenhouse gas emissions.



InterEthnica created and managed an ambitious, multi-year Energy Champions Program to meet this challenge. President Lisa Abboud and the team at InterEthnica designed Energy Champions with the belief that local nonprofit organizations in all demographic groups are well positioned to promote the benefits of Home Energy Upgrades – and with the intention of tapping into the networking resources and trust that these organizations offer for the benefit of local homeowners.



KEY ELEMENTS:

- Marketing
- Advertising
- Translation
- Cultural Adaptation
- Event Planning
- Media Relations
- Public Relations
- Media Buying
- Collateral
- Facilitation



高達 4,500 元退款!

您的水電煤氣費很高嗎? 現在該做些功課了。

¿CUENTAS DE GAS Y ELECTRICIDAD ALTAS? Es hora de hacer las tareas para mejorar el hogar.

▶ EnergyUpgradeCA.org

業主會議上有關能源議題的談話要點

歡迎與小組成員和聯絡員討論能源更新計劃

歡迎與小組成員討論：如何正式簽署「加州能源更新」計劃，向本縣能源委員會提交申請書，並獲得在 2015 年之前開始的能源更新計劃的資格。根據該計劃，在 2015 年之前開始的能源更新計劃，必須符合以下條件：

- 能源更新計劃必須符合 10 - 40% 的能源更新標準
- 能源更新計劃必須符合 10 - 40% 的能源更新標準
- 能源更新計劃必須符合 10 - 40% 的能源更新標準
- 能源更新計劃必須符合 10 - 40% 的能源更新標準

Mejore su casa. Obtenga reembolsos. Ahorre dinero.

Campeón de Energía: Temas de Conversación para Reuniones de Propietarios de Casas

Presentando Energy Upgrade California en el Condado de Los Angeles

Bienvenidos y presentación

Al comienzo de cada reunión, el estado lanzó oficialmente el programa Energy Upgrade California y nuestro condado adoptó el programa Energy Upgrade California en el Condado de Los Angeles. La meta es reducir el consumo de energía en California en un 20% para el año 2020 y nuestra meta es reducir el consumo de energía en California en un 20% para el año 2020 y nuestra meta es reducir el consumo de energía en California en un 20% para el año 2020.

La meta es reducir el consumo de energía en California en un 20% para el año 2020 y nuestra meta es reducir el consumo de energía en California en un 20% para el año 2020.

La meta es reducir el consumo de energía en California en un 20% para el año 2020 y nuestra meta es reducir el consumo de energía en California en un 20% para el año 2020.

FOR MORE INFORMATION, PLEASE CONTACT
NATHAN WHEADON, PROJECT MANAGER
714.617.4921 | N.WHEADON.CIRCLEPOINT.COM