
STATE OF WASHINGTON DEPARTMENT OF TRANSPORTATION

**Notice to Consultants, Toll Division Educational
Marketing and Advertising Services _ We Are RALLY**

PACKET A

FEBRUARY 1, 2024

RALLY



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QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

Qualifications & Expertise | We Are RALLY

RALLY is an advocacy agency with a record of driving progress on complex political, cultural, and social problems. We've built an agency that looks and thinks and works differently from those rooted inside political bubbles—an agency that approaches problems through an outsider's lens and with an outsider's attitude. We are connected to and come from the communities we engage with, are at home in the culture and innovation hubs shaping public discourse, and interact with the changemakers who are shaping modern life.

We center equity in all of our work. We are a majority female and non-white firm that embodies various economic and cultural backgrounds. We know that diversity, equity, and inclusion cannot be tacked on to a strategy or campaign. Equity must be a lens through which all strategies and tactics are developed. Advocacy work that follows this principle is not only more just, it's unequivocally more relevant, resonant, and effective.

RALLY has successfully helped 500+ clients achieve their goals. From large foundations to local and national advocacy organizations to corporations of all sizes, we have helped organizations forge a path and find their voice as effective changemakers and social influencers on issues ranging from the environment to education to mental wellness and more.

Over the course of those engagements, we have become experts in strategy, messaging, creative, earned, digital, and paid media. We are advocates who combine cultural insights and strategy to change the way people think and act around today's biggest challenges – and through a mix of earned, owned, paid, and shared media, we meet audiences where they are, with messages we know work, backed by analytics and research.

Specifically, we are passionate about:

EARNED MEDIA

(experience: 10+ years)

While the news landscape is ever evolving, generating credible offline and online news content continues to be a powerful way to shape perceptions, establish narratives, and drive engagement. To that end, we work across platforms, in small markets and large, and with reporters of all backgrounds.

- Media Training And Capacity Building
- Op-Ed And Editorial Programs
- Pitching And Placement
- Rapid Response
- In-Language Engagement
- Media Events

QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

DIGITAL ENGAGEMENT

(experience: 8+ years)

Digital engagement is no longer a nice-to-have, but an integral component of any contemporary advocacy campaign. We treat digital services as a core skill and deliverable across all client engagements and have invested deeply in digital tools and capabilities.

- Content Design And Copywriting
- Website Development
- Paid Media Planning
- Social Media Management
- Targeted Ad Placement
- Analytics And Optimization

TARGETED ISSUE ADVERTISING

(experience: 10+ years)

Not all advertising is made equal. Our television, radio, direct mail, and digital ad content flows from our strategic process and is defined by award-winning creative that is proven to move audiences from awareness to engagement.

- Concepting And Scripting
- Scheduling And Placement
- Copywriting And Design
- Multi-Channel Coordination
- Production Management
- Analytics And Optimization

VISUAL CONTENT AND DESIGN

(experience: 8+ years)

Visual communication is human communication. We lean into showing versus telling by creating compelling images, video, graphics, and other visual content.

- Brand Identity And Logo
- Web Ux/UI Design
- Collateral And Print Design
- Social Media Content
- Motion Graphics
- Video Production

INFLUENCER MOBILIZATION

(experience: 5+ years)

In an era marked by division and skepticism, connecting target audiences with trusted messengers is more important than ever. We work to identify those with the power to influence and then engage them with the audiences we're looking to move.

- Influencer Training And Support
- Online Community Building
- Coalition Building And Management
- Stakeholder Gatherings

QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

Qualifications and Expertise | Apex Media

Apex Media has been a leading media and marketing company in Western Washington for over 30 years. We offer a variety of traditional, digital, and social media marketing solutions to our clients – customizing our services to fit their specific needs. Our experience and commitment to excellence have made us one of the most trusted names in the industry. Apex is a company that helps regional businesses and organizations connect with their customers. We use strategic solutions and creative vision to deliver results and build long-lasting partnerships across a wide range of verticals.

Specifically, we are passionate about:

MEDIA STRATEGY

(experience: 30+ years)

Advertising has grown complex in terms of both media and execution. In an ever-evolving industry, we are proud to be experts. Our deep understanding of all paid media channels allows us to make educated and data-informed decisions for our clients, ensuring the media strategy for each campaign delivers. In a fragmented landscape, a cohesive marketing plan and proper media mix are more important than ever.

- Access to Paid Media Channels
- Deep Understanding of Channel Efficiencies
- Data-informed Decision Making
- Ongoing Research of Evolving Media Opportunities

DIGITAL MEDIA

(experience: 15+ years)

Digital advertising is the backbone to campaigns that require precise targeting. At Apex Media, we understand how to best use each digital advertising channel to meet campaign goals. With 30+ years in the Pacific Northwest, we understand the nuances of the region and how to best reach target audiences through precisely targeted digital ad channels.

- Paid Digital Media Buying
- SEM, Google, Meta, OTT, Digital Audio, Etc.
- Targeted Ad Placement
- Analytics And Optimization

QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

TRADITIONAL MEDIA

(experience: 30+ years)

Our vast experience in traditional media, coupled with our long-standing local market relationships, means our client's messaging reaches the right audience, as efficiently as possible. We pride ourselves in our ability to negotiate rates, identify unique placements to set our clients apart, and secure added value.

- Traditional Media Buying
- Media Integration Opportunities
- Securing Added Value
- Ongoing Reconciliation

CREATIVE

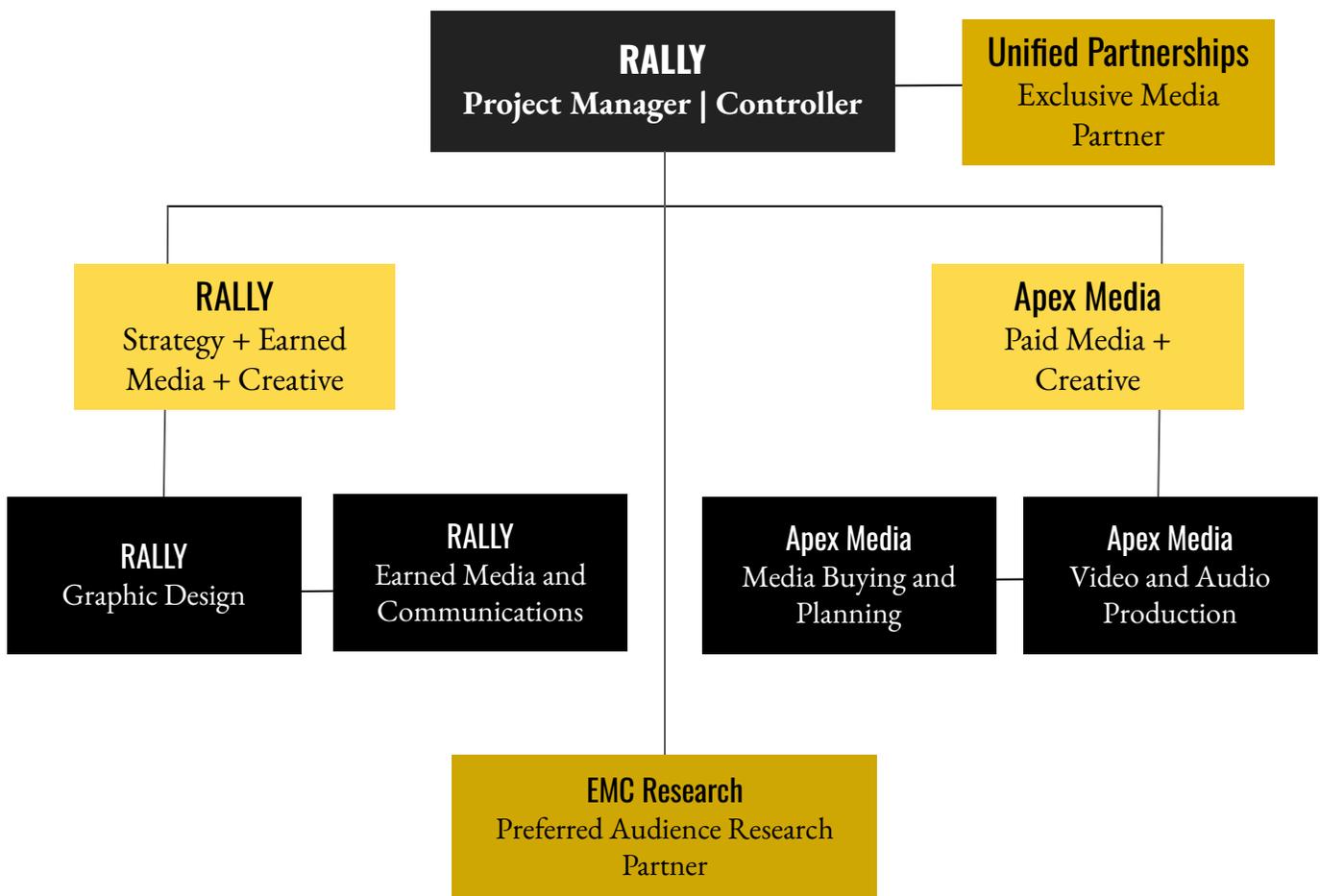
(experience: 30+ years)

We offer a full suite of creative services—from video and audio to graphic design—utilizing these canvasses for a cohesive and effective narrative. We endeavor to tell stories that connect...so people see it clearly, listen closely, remember it and tell others.

- Paid Digital Media Creative
- Copywriting
- Video Production

ORGANIZATION CHART

Educational marketing and advertising services will be performed for the WSDOT Toll Division by a comprehensive team lead by We Are RALLY as project manager and budget controller. RALLY will lead overall strategy development in collaboration with Apex Media. The RALLY team will lead graphic design, earned media and other communications support activities, and audience research. RALLY has also obtained an exclusive arrangement with Unified Partnerships to ensure placement on iHeartMedia stations wherever available. Apex Media will bring its extensive strategic media buying and planning expertise to bear as the paid media lead, and provide video and audio production services to the team.



OFFICE LOCATIONS & EXPERTISE

FIRM	OFFICES WITHIN THE STATE OF WASHINGTON	TOTAL NUMBER OF EMPLOYEES WITHIN EACH LOCATION	TYPES OF EXPERTISE AVAILABLE AT EACH LOCATION
We Are RALLY	307 3rd Ave. S., Suite 530 Seattle, WA 98104	16	Earned Media Digital Engagement Targeted Issue Advertising Influencer Mobilization Visual Content & Design
Apex Media	18820 Front St NE #300, Poulsbo, WA 98370	6	Paid Media Strategy Traditional Media Buying Digital Media Buying Media Optimization and Analytics Creative Services

RECENT JOINT EXPERIENCE

The RALLY and Apex Media teams have not had the opportunity to partner on a project previously, but based on several pre-proposal meetings and the preparation process for this RFQ response we are confident our teams are aligned and in-sync when it comes to working together collaboratively, efficiently, and effectively.

STAFFING CHART

KEY STAFF (RALLY)	HOURS AVAILABLE PER MONTH	RESOURCES AVAILABLE	
Jacob Hay, Principal	10	Strategic Communications Media Relations	Message Development Campaign Strategy & Execution
Amy Clark, Director	40	Project Management Earned Media Strategy	Message Development
Keeley Smith, Director	10	Strategic planning Earned media	Public policy
Veronica Milliken, Senior Account Executive	50	Earned Media and Public Relations Strategy Mobilization and Education	Policy Messaging and Advocacy
Emma Chow, Account Executive	40	Account Management Client and Partner Relations Strategic Earned Media Acquisition	Effective Social Media Campaigns Culturally relevant messaging
Rodrigo Gouveia, Senior Designer	15	Strategic Design Planning Comprehensive Visual Aesthetics	User-Centric Interaction Modeling
Shea Irwin, Junior Designer	15	Brand Identity Development Responsive Web Design	Print and Digital Editorial Design

KEY STAFF (Apex Media)	HOURS AVAILABLE PER MONTH	RESOURCES AVAILABLE	
Mike Weisner, Founder and Managing Partner	10	Leadership Resource Management Media Negotiations	Client Communication Complex Media Planning
Jerrold Hainline, Partner - Creative	15	Strategic Planning Media Buying/Negotiation Client Communication	Project Leadership Talent Management Creative Production and Execution
Todd Sloan, Partner - Strategist	15	Strategic Planning Media Buying/Negotiation Client Communication	Project Leadership Talent Management
Taylor La Prevotte, Manager - Accounts and Projects	50	Strategic Planning Media Analysis Audience Analysis	Execution Client Communication Media Reconciliation
Casey Weisner, Manager - Accounts and Projects	50	Strategic Planning Media & Audience Analysis Data & Analytics	Media Optimization Client Communication

OUR WORK | **CASE STUDY**

RALLY + WASHINGTON STATE DEPARTMENT OF COMMERCE

Project Name: Washington Opportunity Networks (WON)

Small businesses are the lifeblood of our economy and we know their success is critical for ensuring vibrant and healthy communities as we rebuild from the COVID-19 pandemic. In partnership with the Washington State Department of Commerce, RALLY has supported the development and launch of a new initiative, the Washington Opportunity Networks (WON), dedicated to connecting small businesses to the support and resources they need to thrive. RALLY supported the development of the WON visual identity, overarching brand, messaging, and communications strategy; collected stories of success to amplify Commerce's vision of equitable access; and aided in the development and release of a groundbreaking technical assistance landscape report highlighting the needs of small and micro-business owners across the state.

SIZE & DURATION

- 18 Months
- \$360K over 18 months
- RALLY team of 4

WHAT WE DID

- Landscape Analysis
- Strategic Framework
- Project Management
- Campaign Plan
- Messaging
- Monitoring Budget
- Campaign Reporting

OUR WORK | **CASE STUDY**

RALLY + CALIFORNIA DEPARTMENT OF PUBLIC HEALTH

Project Name: California Tobacco Protection Program

Led by our clients at the California Tobacco Control Program (CTCP), the state of California has taken major steps forward to reduce youth and adult smoking, which have been the largest causes of preventable death for decades.

Big Tobacco continues to evolve new and dangerous strategies to hook the next generation and distort public health narratives in their favor. CTPP retains RALLY to help lead communications efforts in this challenging new era in the new battle against the tobacco industry. This puts RALLY squarely at the heart of one of the largest and most innovative communications efforts in the country aimed at tobacco in all its forms.

SIZE & DURATION

- 5 years, ongoing
- \$4M over 5 years
- RALLY team of 13

WHAT WE DO

- Project and Budget Management
- Strategy and Messaging
- Earned + Owned Media
- Content Strategy
- Digital Media Management
- Media Placements
- Video
- Ads / PSAs

OUR WORK | **CASE STUDY****RALLY + THE CENTER FOR WESTERN PRIORITIES****Project Name: Winning the West**

RALLY helped launch the Center for Western Priorities, a communications hub known for its fast and savvy ability to drive an earned media and policy narrative around the responsible use of public lands in the Mountain West. RALLY provides guidance on earned media strategies and also produces provocative advertising campaigns like “Winning the West”, “U-Turn Utah” and “Monuments to America” that call on leaders to respect public outdoor spaces by supporting policies that promote responsible use and conservation.

Over a multi-year partnership with conservation and advocacy organization Center for Western Priorities, RALLY produces a wide array of video content, from mini-docs, to television ads, to animated explainers. Through this partnership, we moved the needle on headline environmental issues, including contributing towards the restoration of Bears Ears National Monument in 2021 and new national monument designations across the West. Several of our video projects with the Center for Western Priorities won national recognition at the Pollie and Reed Awards.

To drive a message that good public lands policy is also good politics in the West, RALLY manages the Center for Western Priorities’ Winning the West paid digital advertising campaign. By designing online campaigns that leverage advanced targeting capabilities and issue-based content, RALLY finds receptive and influential political audiences on both sides of the aisle. Eye-catching digital ads and sponsored content helped to educate candidates and campaigns about how important it is to show support for public lands and access to the outdoors in order to connect with swing voters.

SIZE & DURATION

- 9+ years, ongoing
- \$3,800,000 over 9+ years
- RALLY team of 4

WHAT WE DO

- Project Management
- Campaign Planning
- Messaging
- Creative Content Development
- Advertising Placements
- Monitoring Budget
- Paid Advertising Optimization and Reporting
- Earned Media Outreach
- Public Opinion Research Coordination

OUR WORK | **CASE STUDY**

APEX MEDIA + KING COUNTY METRO - METRO FLEX

Project Name: There’s a new way to ride!

Metro Flex is your on-demand neighborhood transit service. With one simple app—and just a few taps—you can ride anywhere in the service area, all for the same cost as a bus trip. Metro Flex is convenient, fast, affordable transit at your fingertips.

The challenge was to relaunch three underperforming transit programs that were combined under the rebranded name: Metro Flex. Apex was hired to educate the public in specific geographies (service zones) about the benefits of this new program. In a competitive rideshare market, we needed to ensure the program stood out in a crowded marketplace.

To achieve this, Apex crafted a full suite of creative assets that educated potential riders about Metro Flex and clearly stated the benefits (e.g., low cost, reduced rates for seniors, free for riders eighteen and under) of using the program over the competition.

We developed and implemented a media strategy that focused individuals with displayed interests in rideshares and public transportation within the service zone geographies. To reach an underserved community, a portion of the campaign specifically targeted Spanish speaking audiences. We focused on reaching the right people in the right places with the right message.

With the success of the initial service zone campaign (Issaquah-Sammamish), King County Metro continues to work with Apex, bringing additional service zone campaigns to market.

SIZE & DURATION

- Awarded contract
December 2022, Ongoing
- \$1M to date
- Apex team of 6

WHAT WE DO

- Research + Discovery
- Media Strategy + Planning + Buying
- Spanish Media + Creative
- Video messaging, shoot, production
- Audio messaging + Production
- Ongoing digital media optimization
- Continuous analysis + Data reporting
- Monthly reconciliation + Invoicing
- Final campaign reporting

OUR WORK | CASE STUDY

APEX MEDIA + KING COUNTY METRO - BUSINESS PROGRAMS

Project Name: There’s work-life and life-life.

King County Metro’s ORCA Business Programs is a transit benefit offered to employers in the region to attract and retain great employees. These transit benefits are flexible and can be used for any transit trip...for commuting to work-life or exploring in life-life.

Apex Media was hired to build and launch a campaign for ORCA Business Programs. The campaign used a two-tiered targeting approach – utilizing market research and data – focusing on employers and decision makers within local organizations to adopt ORCA Business Programs and employees to request this benefit from their employers.

We developed and implemented a full-funnel regional media strategy from broad reach mediums such as Broadcast Television News Integrations and Radio influencer campaigns to highly targeted C-Suite LinkedIn ads. Based on the broad geography, media also included high profile sporting events such as NFL games, The Apple Cup and the College Football National Championship.

Apex worked with King County Metro (KCM) to promote their ORCA Business Programs beginning in Q1 of 2023. Based on the success of the campaign and lift generated, KCM and Apex continue to work together on these programs in 2024.

SIZE & DURATION

- Awarded contract
December 2022, Ongoing
- \$1M to date
- Apex team of 6

WHAT WE DO

- Research + Discovery
- Media Strategy +
Planning + Buying
- Earned Media +
Integration
- Video messaging +
Production
- Audio messaging +
Production
- Ongoing digital media
optimization
- Continuous analysis +
Data reporting
- Monthly reconciliation +
Invoicing
- Final campaign reporting

OUR WORK | CASE STUDY

APEX MEDIA + SEATTLE INTERNATIONAL AUTO SHOW

Project Name: See ‘em. Touch ‘em. Drive ‘em.

The Seattle International Auto Show is a premier regional event that suffered from pandemic and post-pandemic attendance challenges. Apex Media was retained to create excitement and generate large-scale awareness for the 2023 Seattle show, ultimately increasing paid ticket revenue.

Using historical ticket sales and attendance data, we built a full-funnel media strategy to guide the consumer from awareness to ticket purchase, emphasizing the 10-day ticket purchase window. Based on prior campaign performance, we identified the need to reach a broader audience than years past, expanding the targeting beyond those in-market for automobiles to include families, seniors, military, and auto enthusiasts. We crafted messaging that included thirty-three creative assets to speak to these specific audience segments.

To kick off the campaign, we started with our awareness tactics: Organic Social, Broadcast Television, Radio, etc. As the campaign progressed, we deployed more targeted and actionable tactics: Search Engine Marketing, YouTube, Rich Media, etc., to capture demand and drive ticket sales. Leveraging our market knowledge and long-standing relationships, we secured significant added-value for our client.

We sped past expectations! The campaign was a resounding success, over-delivering on impressions by 34%, resulting in an 8.4% increase in ticket revenue year-over-year.

SIZE & DURATION

- 10/9/23 – 11/18/23
- \$365,000
- Apex team of 6

WHAT WE DID

- Research + Discovery
- Media Strategy + Planning + Buying
- Earned Media + Integration
- Video messaging + Production
- Audio messaging + Production
- Digital creative
- Ongoing media optimization
- Continuous analysis + Data reporting
- Mid-campaign reconciliation + Invoicing
- Final campaign reporting

QUALIFICATIONS OF PROPOSED PROJECT MANAGER

PROJECT MANAGEMENT EXPERIENCE: EARNED MEDIA PROJECT

Dates: August 2022 - Present

Client: California Department of Health and Human Services Office of Youth and Community Restoration (CalHHS OYCR)

Responsibilities:

- Lead overall earned media strategy for OYCR;
- Manage incoming press requests via email and phone; coordinate with OYCR client team, CalHHS Agency Communications Division, and internal account team on recommendation and response plan;
- Manage internal team of two communications associates; coordinate with digital and graphic design team for website and social media amplification of press releases and successful positive media placements;
- Coordinate with external partners to serve as surrogate spokespeople;
- Track trends in media coverage and issue space and recommend proactive pitching opportunities;
- Manage crisis communications as needed;
- Coordinate with external partners including community-based organizations, county probation chiefs and communications divisions of other state offices and agencies;
- Ensure compliance with Agency and Governor’s Office protocols for external communications, including daily and weekly reporting and approvals for all outgoing communications.

Tasks:

- Lead earned media team meetings;
- Ensure development and maintenance of statewide, region-specific and national press lists featuring relevant reporters and issue foci;
- Lead development of editorial calendar and pitching plans based on OYCR communications strategies; review and approve plans, pitch notes, press releases and other earned media collateral;
- Field media inquiries by email and phone;
- Lead development of briefing memos on reporters seeking interviews with OYCR staff members;
- Lead development of general and subject-specific media training materials;
- Coach OYCR spokespeople on interview best practices; schedule and hold 1:1 prep sessions prior to interviews;
- Track media coverage and report to client and Agency on press hits and outcome of pitching plans;
- Ensure drafting and submission of Daily Media Updates and Week-Ahead Reports per Agency and Governor’s Office protocols.

QUALIFICATIONS OF PROPOSED PROJECT MANAGER

PROJECT MANAGEMENT EXPERIENCE: COMMUNICATIONS PROJECT

Dates: July 2023 - Present

Client: Education Leaders of Color (EdLoC)

Responsibilities:

- Manage communications account team of three, reporting to principal and client team;
- Manage timely production and issuance of press releases and other collateral for earned media campaigns;
- Oversee production of collateral materials for organizational program areas including research and information gathering, drafting, client review, graphic design, and web or social media production;
- Act as main point of contact for client and lead weekly meetings with the client and subcontractor teams;
- Manage project scope;
- Project manage work of up to five external contractors/vendors including social media, graphic design and video production.

Tasks:

- Lead weekly client + contractor meetings and internal team meetings; ensure thorough notes are taken and action items with delegation and deadlines are shared after each meeting;
- Oversee and approve all internal team and client-facing production timelines;
- Review and provide feedback on all collateral drafts; provide final approval before sending to client;
- Periodically review account scope and recommend adjustments based on evolving client needs;
- Oversee editorial content calendar in Asana;
- Manage client's social media and graphic design contractors to ensure timely production and delivery of audience-targeted graphic and social assets;
- Schedule and lead ad hoc meetings with client program staff;
- Coordinate with contractor/vendor representatives on Slack and in regular meetings to ensure EdLoC strategy and communications plan reflected in all contractor work;
- Track campaign impact using social and web analytics, press clips and sentiment analysis.

QUALIFICATIONS OF PROPOSED PROJECT MANAGER

PROJECT MANAGEMENT EXPERIENCE: CAMPAIGN VIDEO PROJECT

Dates: July 2023 - Present

Client: Education Forward Fund

Responsibilities:

- Oversee timely production of rapid response video content for We Believe, a digital-based national education campaign;
- Manage copywriting, design and video production budget;
- Manage communications, creative and video production team of five;
- Manage content approval process with account principals and client team;
- Manage video budget in context of overall campaign budget; advise on paid media spend for videos based on audience targeting, video subject and purpose;
- Ensure coordination with organic and paid digital teams to ensure timely posting and boosting to appropriate segments of target audience;
- Use analytics to evaluate impact and inform production of future videos (i.e. length, subject, call to action).

Tasks:

- Lead ad hoc creative team rapid response meetings; represent video team in monthly budget monitoring meetings;
- Source rapid response opportunities from timely news stories and campaign coalition partners;
- Obtain account principal and client team approval for rapid response video concepts;
- Order development of, evaluate and approve crisis brief and creative strategy;
- Lead development of rapid project timeline and ensure creative and video team member availability;
- Supervise drafting and approval of scripts;
- Ensure graphics and design adhere to campaign brand guidelines;
- Supervise video production and ensure timely review of video cuts by creative team, account principals, and client team or other campaign partners as necessary;
- Supervise coordination between creative team and digital team to ensure timely posting and accurate post text;
- Order organic and paid social media analytics from digital team; incorporate findings and update documentation accordingly;
- Provide regular updates to client team on video analytics and project spend-down.

PROJECT MANAGEMENT ABILITY

EDUCATION OF LEADERS OF COLOR (EDLOC) COMMUNICATIONS PROJECT

Our firm’s approach to changing priorities and evolving timelines within an overall project schedule is to be rigid in our focus on strategy and client priorities and flexible in our approach to staffing. RALLY’s work for EdLoC involves heavy execution of timely launches in earned and social media, combined with ad hoc asks for communications planning and deliverable drafting and review. As project manager for this account, Amy Clark oversees all aspects of work planning; delegation; coordination with social media, graphic design, video and government relations consultants to the client; and management of project scope. Clark used the Strategic Framework created by RALLY in the first phase of the engagement to develop a year-long scope accounting for known client needs like foundational communications and an annual launch moment, while creating flexibility for emerging projects and shifting priorities. When EdLoC staff contracted and the policy team needed additional support in drafting external communications, Clark ensured these emergent needs were met by splitting team members among work lanes to ensure coverage of all deliverables, preparing to flex up staffing if needed. This approach allowed RALLY to launch EdLoC’s annual grant program to 150 journalists across key beats and geographies, building new press relationships along the way, while coordinating and supporting EdLoC’s social media, graphic design and video production vendors to create the web, social media and email collateral materials for the grant program launch.

WE BELIEVE CAMPAIGN VIDEO PRODUCTION

When projects call for rapid production to meet hard deadlines, RALLY teams run project stages simultaneously wherever possible, and use prepared templates to ensure quick production and seamless integration of new team members when needed. The We Believe campaign uses short videos on breaking news subjects to build awareness and engage target audiences on YouTube and social media platforms. Rapid response videos are produced within five days of project initiation in order to capitalize on timely media moments. At the outset of the project, project manager Amy Clark led development of graphic templates and style guide to ensure that any RALLY or freelance graphic designer or video producer could work on the project, guaranteeing RALLY’s ability to staff rapid response video production on short notice. To ensure videos are both completed on schedule and meet the overall goals and audience targets of the We Believe campaign, Clark leads the video team in simultaneous development of project timelines, crisis brief and creative strategy that ensure all members of the creative and production team understand the goals of the videos and can block out time for production. While scripts are in development, Clark ensures the project coordinator sources stock video footage and news articles based on the creative strategy. Script and video cut reviews are calendared and staffed by Clark to ensure feedback is actionable, accurately captured, and moved to the next project stage.

RALLY uses a model of continual testing and refinement to ensure campaigns meet engagement and impact goals, and to do so at the lowest possible cost. As video project manager, Amy Clark used engagement data from the first round of paid media placement of project video to determine an optimal video length of 15-30 seconds for the We Believe campaign audience. Reducing video length also reduces production time, enabling Clark to return a significant portion of the initial video budget to the total campaign budget and allowing RALLY to offer a one month no-cost extension to the client.

LICENSING AND ACCREDITATION

The project manager has no relevant professional licenses/accreditations obtained in the State of Washington.



KEY TEAM MEMBER QUALIFICATIONS

In the pages that follow, please see detailed biographies for all key team members from RALLY and Apex Media.



JACOB HAY

PRINCIPAL

Jacob combines communications expertise with a legal background and deep experience in media relations, message development, and campaign strategy. He helps organizations working on environmental, health, and housing issues package complex topics into clear messages that reach and move their intended audiences.

Jacob worked on a variety of projects for the Service Employees International Union (SEIU) in Los Angeles and served as the national spokesperson for the Laborers' International Union of North America (LIUNA) in Washington, D.C. Jacob enjoys exploring the music and food scene in Los Angeles with his wife Stacey and two young kids.

YEARS OF EXPERIENCE: 20+

EXPERTISE

- Strategic Communications
- Media Relations
- Message Development
- Campaign Strategy & Execution
- Labor, Health, Housing and Clean Energy Issues

PROJECT ROLE

Jacob will serve as a strategic advisor to the project on creative development, advertising placements, and earned media outreach.

**EXPECTED AVAILABILITY: 10
hours per month**

RELEVANT EXPERIENCE

- Lift to Rise, four years, led RALLY's team spearheading the Lift to Rise rental assistance program which used multi-language advertising and earned media outreach to spread the word about available rental and utility bill assistance
- CA Department of Public Health, three years, drove initiatives actively promoting vaccinations and treatments to diverse statewide audiences through media and community activations
- Save California Solar, five years, produced award-winning advertising content for the Save California Solar campaign aimed at stopping proposals that would make rooftop solar more expensive for working families
- United Way, three years, directed the Everyone In campaign, using storytelling and data to humanize the homelessness crisis in LA County
- Service Employees International Union, two years, oversaw the contract negotiations campaign which used creative advertising and grassroots actions to help 85,000 healthcare workers win a historic new contract

EDUCATION

- B.A. Political Science, University of California, Berkeley
- Juris Doctorate, The George Washington Law School



AMY CLARK

DIRECTOR (PROJECT MANAGER)

A seasoned communications strategist, Amy brings her expertise in earned media, message development and digital strategy to her work motivating people from all walks of life to care – and to take action. With a passion for authentic storytelling in her work supporting advocates for education equity, affordable housing, walkable communities, and economic justice, Amy believes deeply that lasting change is possible when impacted people take the lead in advocating for their own futures.

Amy stays connected to her community as a volunteer with local nonprofits, and loves to get her steps in during election season registering voters and getting out the vote.

YEARS OF EXPERIENCE: 20+

EXPERTISE

- Project Management
- Earned Media Strategy
- Message Development
- Affordable Housing Policy and Advocacy Expertise

PROJECT ROLE

Amy Clark will serve as the project manager/account lead for the WSDOT team.

EXPECTED AVAILABILITY: 40 hours per month

RELEVANT EXPERIENCE

- We Believe Campaign, 1.5+ Years, spearheaded the earned media strategy, polling strategy, strategic partner relations, and rapid-response video development for a national education equity campaign during the rise of schools as the latest culture war battleground
- California Office of Youth and Community Restoration, 1.5+ Years, leads and manages proactive earned media strategy, provides public relations coaching to executive leadership, and executed the public launch of a statewide program to end girls' incarceration, garnering significant coverage in major California news outlets
- National Partnership for New Americans, Six Months, led the development of the organizational message framework for National Partnership for New Americans, while crafting their earned media strategy for the reintroduction of priority federal legislation

EDUCATION

- B.A. International Affairs, George Washington University
- M.P.A. Nonprofit Management and Urban Affairs, University of Washington



KEELEY SMITH

DIRECTOR

Storytelling for social impact became Keeley’s chief focus after covering politics, human rights abuses, and education for outlets in Cambodia, New Hampshire, and her native Washington state. Her decade-plus experience leading communications for congressional candidates, elected officials, philanthropies, and corporations informs her approach to building campaigns that resonate with the hearts and minds of diverse target audiences. She is passionate about information consumption and local news, and sees the production of engaging, truthful content as critical to preserving our democracy and creating a better world for future generations. A former college athlete, Keeley is an avid hiker and yogi – hobbies that power her drive to expand access to opportunity.

YEARS OF EXPERIENCE: 10+

EXPERTISE

- Strategic planning
- Earned media
- Public policy
- Political campaigns
- Education, Housing and Health

PROJECT ROLE

Keeley will be the earned media and government relations counsel - reporting to Amy Clark as the Project Manager and supporting Strategic Planning, in addition to the earned media lane of work, ensuring all earned media is aligned with the media buying and creative strategy.

EXPECTED AVAILABILITY: 10 hours per month

RELEVANT EXPERIENCE

- California Tobacco Prevention Program, 2022-Present, Special Projects Lead, Leading initiatives in polling and media trainings, focusing on strategies to enhance public awareness and education in tobacco prevention
- Facebook Housing Initiative, 2019-2021, Account Lead, Managed key aspects of the initiative, focusing on communication strategies and stakeholder engagement to address housing challenges
- Bloomberg Philanthropies, 2019-2021, Education Communications Account Lead, Oversaw communications strategies aimed at enhancing educational initiatives
- Kim Schrier for Congress, 2017-2021, Account Communications Lead and Interim Communications Director, Directed comprehensive communication campaigns, including strategy development, media relations, and content creation
- Lisa Brown for Congress, 2018, Embedded Communications Director, Account Communications Lead
- Bill and Melinda Gates Foundation Postsecondary Success Program, 2017-2020, Account Communications Manager, Managed communications for the program, focusing on promoting postsecondary educational success through targeted messaging
- Office of Washington State Lt. Gov. Cyrus Habib, 2017, Communications Director

EDUCATION

- Master of Public Policy, Brown University
- Bachelor of Arts, English/Journalism, University of New Hampshire



VERONICA MILLIKEN

SENIOR ACCOUNT EXECUTIVE

Veronica is an issue advocate with a background in political campaign strategy, community outreach, and strategic partnerships. She is passionate about creating lasting political and social change through voter mobilization, message development, and stakeholder engagement. She has worked on issues ranging from economic sustainability for BIPOC small businesses to equitable public education funding. As a proud member of the LGBTQ+ family, Veronica often seeks out opportunities to elevate voices in her vibrant community. In her spare time, Veronica enjoys trying out new recipes and finding the best pho wherever she lives.

YEARS OF EXPERIENCE: 9+

EXPERTISE

- Earned Media and Public Relations Strategy
- Voter Mobilization and Education
- Policy Messaging and Advocacy
- Coalition Management

PROJECT ROLE

Veronica will be the earned media manager - leading development, implementation, tracking, and evaluation of earned media plans.

EXPECTED AVAILABILITY: 50 hours per month

RELEVANT EXPERIENCE

- Partnership for Education in Equity Rights (PEER), Two Years, Equipped state coalitions made up of leaders fighting to end the ongoing divestment of public education with the strategy and tools to shift the mindsets of constituents and education decision makers and drive broad support for education resource equity. Provided robust support in material development, website content, legislative advocacy, media relations, resource sharing, campaign integration, and communication training
- California Climate Accountability Project, One Year, Managed the growth of the California Climate Accountability Project brand, a new voice in California climate debates. Brought facts and accountability to bear through report relationships, coalition building, issue advertising, and digital media
- Vulcan, Two Years, Driven awareness of Vulcan’s critical programs spanning the globe through earned media, thought leadership, and storytelling. Generated media coverage across Vulcan’s initiatives and helped build credibility around Vulcan’s efforts to elevate the groundbreaking work of science researchers across the world, from climate modeling experts anticipating natural disasters to researchers protecting biodiversity from climate change

EDUCATION

- B.A. Political Science, University of Kansas



EMMA CHOW

ACCOUNT EXECUTIVE

Emma is a communications strategist with a background in American studies and graphic design. With a passion for racial equity, women's rights, and economic justice, Emma is inspired to work alongside nonprofits, foundations, and government agencies for a better tomorrow. As a biracial, Jewish woman with dual American and Canadian citizenship, Emma's greatest joy comes from giving back to her communities and unifying diverse groups. She is a proud member of Gen Z who uses social media and cultural trends to develop strategies that uncover innovative insights. As a retired Division I college volleyball player, Emma thrives on being a collaborative and communicative teammate.

YEARS OF EXPERIENCE: 3+

EXPERTISE

- Account Management
- Client Relations
- Strategic Earned Media Acquisition
- Effective Social Media Campaigns
- Culturally relevant messaging
- Expertise in Child Welfare, Educational Equity, and Gender Justice

PROJECT ROLE

Emma will be the project coordinator - supporting overall project strategy, earned media, and interfacing with subcontractors and vendors.

**EXPECTED AVAILABILITY: 40
hours per month**

RELEVANT EXPERIENCE

- Walton Family Foundation, 2+ years. Executed compelling owned and digital media campaigns advancing the foundation's education program goals of elevating Gen Z voices, uplifting innovative solutions to accelerate student learning, and bolstering Walton's position as a leading organization making an impact in education
- Casey Family Programs, 2+ years. Developed messaging, created a robust communications toolkit, and led workshops to build communications capacity at Thriving Families, Safer Children site partners across the country to change the narrative around child welfare and keeping children safe by keeping families together
- New Mexico Together For Healthcare, 6+ months. Developed compelling messaging, executed a comprehensive earned and social media strategy, and conducted rapid response to build public momentum in support of creating a path for tens of thousands of uninsured New Mexicans to purchase affordable healthcare

EDUCATION

- B.A in American Studies, Brown University



RODRIGO GOUVEIA

ASSOCIATE DIRECTOR - DESIGN

Rodrigo is a visual communicator experienced in a wide range of digital mediums. He creates graphic solutions in print, web, motion, and interaction that best translates and moves clients' ideas and messaging strategy towards its intended audience. He was the designer behind the brand identity for the All In Washington COVID-19 relief campaign across Washington State and a series of videos and infographics for the California Tobacco Control Program. Rodrigo believes that design is undeniably nestled at the core of a successful communications strategy and it should be used for a greater purpose — reinventing the world around us by giving it new colors.

YEARS OF EXPERIENCE: 10+

EXPERTISE

- Strategic Design Planning
- Comprehensive Visual Aesthetics
- User-Centric Interaction Modeling

PROJECT ROLE

Rodrigo will be the senior graphic designer - leading graphic and brand development, coordinating with subcontractors and vendors, and managing the junior designer.

**EXPECTED AVAILABILITY: 15
hours per month**

RELEVANT EXPERIENCE

- OYCR - Office of Youth and Community Restoration, 1 year and 5 months, Lead Designer, built OYCR's brand from the ground up, led the interface design of the website, and oversaw the production of designed pieces such as documents, videos, and social media to support juvenile justice reform and youth rehabilitation services
- CTPP - California Tobacco Prevention Program, 6 months, led the development of branding and social media work, including motion design to raise awareness and reduce tobacco use across California through educational and preventive messaging
- AllinWA- Washington Covid Relief, 1 year, Lead Designer, Spearheaded the branding, website design, and creation of all graphical content (social media, display ads) for the campaign, aimed at providing relief and support for communities in Washington State affected by the COVID-19 pandemic
- WeAreIn, 2 years+, Lead Designer on brand development, social media, information architecture, and video editing, focusing preventing and ending homelessness in King County

EDUCATION

- Master's in Communication Design, Parsons School of Design
- B.F.A. Graphic and Digital Design, Centro Universitário FIEO



SHEA IRWIN

ACCOUNT EXECUTIVE - DESIGN

Shea creates graphic solutions working with RALLY clients to visually communicate their compelling messaging and stories into digital platforms. With experience in branding, web design and print, she helps build creative strategies that drive folks to take action. Shea has collaborated with clients in various issue areas and most recently was the designer behind the Ship It Zero campaign. Shea earned a BFA in Graphic Design with a minor in Environmental Studies from Cal Poly, San Luis Obispo. While she does love design, Shea also loves the beach and enjoys listening to live music and trying delicious food around her community.

YEARS OF EXPERIENCE: 5+

EXPERTISE

- Brand Identity Development
- Responsive Web Design
- Print and Digital Editorial Design

PROJECT ROLE

Shea will be the junior graphic designer - producing graphics and supporting brand development.

EXPECTED AVAILABILITY: 15 hours per month

RELEVANT EXPERIENCE

- Innocence Project, 3 Months, Designed the print and web versions of the 2023 Annual Report to highlight wrongful convictions and promote criminal justice reform
- Climate Works Foundation (Say No to LNG), 4 months, Designed the logo, brand and brand collateral for the Say No to LNG campaign aiming to oppose liquefied natural gas (LNG) projects due to environmental concerns
- California Health and Human Services Department, 5 months, Designed brand collateral, social graphics and reports for OYCR, focusing on transforming juvenile justice to support youth rehabilitation
- National Wildlife Federation, 1 year, Designed video frames and graphics for 3 informational videos, promoting wildlife conservation and awareness on pressing environmental issues
- Climate Works Foundation (Ship it Zero), 3 years, Designed the logo, brand, brand collateral, reports and social for the Ship It Zero campaign dedicated to achieving zero emissions in shipping by 2030 to combat climate change

EDUCATION

- B.F.A. Graphic Design Concentration, California Polytechnic State University, San Luis Obispo



MIKE WEISNER

APEX FOUNDER - MANAGING PARTNER

Building an advertising agency from the ground up is a challenge. Beginning back in 1992, Mike has grown Apex Media into one of the most respected and successful media agencies in Western Washington. He has lead Apex through tectonic shifts in technology and tactics that are reshaping the Seattle Advertising community.

His ability to manage resources ensures that goals are met, budgets efficiently managed, and stakeholder's and client's expectations are consistently exceeded.

Mike spends his free time on the waters of the San Juans and Canada.

YEARS OF EXPERIENCE: 35+

EXPERTISE

- Leadership
- Resource Management
- Media Negotiations
- Client Communication
- Complex Media Planning

PROJECT ROLE

Mike will oversee and guide the implementation and overall strategic media vision for WSDOT.

**EXPECTED AVAILABILITY: 10
hours per month**

RELEVANT EXPERIENCE

- Seattle International Auto Show, the premier event for the Washington State Auto Dealers Association (WSADA), 6+ months. Led Apex's team in promoting this show, resulting in an increase in ticket revenue year-over-year
- King County Metro's ORCA Business Programs, 1+ year (ongoing). Oversees the advertising campaign to promote ORCA Business Program's transit benefits, ensuring results are delivered and expectations are met or exceeded
- King County Metro's Metro Flex, 1+ year (ongoing). Oversees all aspects of the campaign to promote Metro Flex, King County Metro's on-demand neighborhood transit service

EDUCATION

- B.S. Journalism/Advertising, University of Oregon



JERROD HAINLINE

APEX PARTNER - CREATIVE

If there is a story to tell and deliver, Jerrod will help you do that. For 22 years he has built, managed and delivered media campaigns as part of the Apex team. His ability to learn and gain insight from each campaign and vertical allows him to apply that knowledge to the current endeavor.

Jerrod's creative roots run deep. His skill set allows him to balance storytelling with the goals, objectives and budgets of a media plan which is critical to the overall success of a campaign. Working with media planning, his goal is to always find ways to resonate with the audience, build awareness and motivate them to action.

Jerrod's Good To Go! account has 2 flex passes and they have been scanned at all five of the current tolling areas within the past month. His favorite WSDOT project is the second Narrows Bridge and is grateful for it on a regular basis.

YEARS OF EXPERIENCE: 30+

EXPERTISE

- Strategic Planning
- Creative Production and Execution
- Media Buying/Negotiation
- Client Communication
- Project Leadership
- Talent Management

PROJECT ROLE

Jerrod will work with vendors directly and manage the overall implementation of the WSDOT media plan.

EXPECTED AVAILABILITY: 15 hours per month

RELEVANT EXPERIENCE

- King County Metro's ORCA Business Programs, 1+ year (ongoing). Builds creative strategy and messaging that matches target demographics with real-world audiences and develops media plans to reach these audiences
- King County Metro's Metro Flex, 1+ year (ongoing). Builds media plans and creative strategies that require the flexibility to provide an educational element as well as new information that includes a call to action
- Seattle International Auto Show, the premier event for the Washington State Auto Dealers Association (WSADA), 6+ months. Responsible for media strategy, creative and campaign execution. Including editorial connections with partners that earned additional exposure outside of the traditional advertising spaces

EDUCATION

- B.A. Broadcast & PR, Pacific Lutheran University



TODD SLOAN

APEX PARTNER - STRATEGIST

A 30-year career in marketing and advertising with leadership roles in local and national media, Todd is an advocate for his clients and always focused on outcome.

He understands that building a media plan does not occur in a vacuum. His ability to unite an overall plan with cohesive buying strategies that align to the diverse needs of each client - all while matching those to the expertise and talents of a team - are truly his superpower.

He is also a masterful negotiator when it comes to making media deals that cover both traditional and new media, and that create the most optimal value that will also deliver exceptional results.

Todd is a big KEXP enthusiast and music lover and avid salmon fisherman and supporter of salmon restoration. When he's not working in the ad business you'll either find him surfing in Hawaii or the WA Coast or fishing in Puget Sound or the Olympic Peninsula.

YEARS OF EXPERIENCE: 30+

EXPERTISE

- Strategic Planning
- Media Buying/Negotiation
- Client Communication
- Project Leadership
- Talent Management

PROJECT ROLE

Todd will work with vendors directly and manage the overall implementation of the WSDOT media plan.

EXPECTED AVAILABILITY: 15 hours per month

RELEVANT EXPERIENCE

- King County Metro's ORCA Business Programs, Tap for Transit and Metro Flex, 1+ year (ongoing). Liaison to marketing leadership. Creates pathways for needs assessments, strategic planning/discussions for media campaigns
- King County Metro's ORCA Business Programs, Tap for Transit and Metro Flex, 1+ year (ongoing). Lead negotiator for large scale campaigns and partnerships across the Seattle DMA. Focused on delivering low CPM's and high returns
- Seattle International Auto Show, 6+ months. Leveraged high profile earned media (Sports and Local News) to extend beyond the traditional environment—creating content and delivering added value through bonus weight, integration and segments

EDUCATION

- B.A. Communications/Advertising, Washington State University



TAYLOR LA PREVOTTE

APEX MANAGER - ACCOUNTS AND PROJECTS

Taylor has an ability to turn chaos into coherence and simplicity. Modern day media plans can be complex with multiple tactics that are executed in a specific order. Her gift is to keep everything together and moving forward. She has a deep understanding of process and the ability to address, locate and explain any part of the plan at anytime. She always offers a pragmatic voice to the entire media process.

A media plan's message is easy to deliver to large swaths of the market, but identifying smaller niche audiences can be a challenge. Taylor is a champion of finding new ways to connect with underserved communities.

Taylor is the unofficial travel planner in the office, including the regional travel for appointments. It hasn't been confirmed (yet), but it's estimated she accounts for 10% of web traffic to the WSDOT ferry schedule.

YEARS OF EXPERIENCE: 10

EXPERTISE

- Strategic Planning
- Media Analysis
- Audience Analysis
- Execution
- Client Communication
- Media Reconciliation

PROJECT ROLE

Taylor will be part of the overall strategic media planning and responsible for implementation and reconciliation.

**EXPECTED AVAILABILITY: 50
hours per month**

RELEVANT EXPERIENCE

- King County Metro's Metro Flex, 1+ year (ongoing). Responsibilities include client relations, media planning/buying and weekly reporting/optimization. This project has expanded into 5 active service zones and requires precise targeting for each defined geography
- King County Metro's Tap for Transit, 1+ year (ongoing). Project manager for the campaign focused on creating awareness/education, adoption and usage of the ORCA card. Duties include client relations, media planning/buying and weekly reporting/optimization
- All City Fence, 10+ years (ongoing). Works closely with ownership to plan, build and execute cohesive media plans. During our tenure, ACF has grown into a dominant player in the industry and we continue fuel expansion within Western Washington. The focus is squarely on exploration into new markets with new tactics and messaging

EDUCATION

- B.A. Public Relations, Central Washington University



CASEY WEISNER

APEX MANAGER - ACCOUNTS AND PROJECTS

Casey knows that an exceptional media plan must be rooted in the data to inform the decision-making process. He has a unique ability to gather information from various sources, then prepare and organize relevant components for analysis. He takes the same approach when executing and optimizing an ongoing media plan. Inform the decision making with data, while ensuring the comparison of media partners stand on equal ground.

Casey is also a strong believer in cross channel integration. It builds enhanced reach and exposure, but also creates the ability to synergize data and insights. He is passionate about leveraging insights throughout the duration of campaigns, ensuring media is tracked and effectively meets and exceeds KPIs.

YEARS OF EXPERIENCE: 9

EXPERTISE

- Strategic Planning
- Media & Audience Analysis
- Data & Analytics
- Media Optimization
- Client Communication

PROJECT ROLE

Casey will be part of the overall strategic media planning and responsible for all levels of media optimization.

**EXPECTED AVAILABILITY: 50
hours per month**

RELEVANT EXPERIENCE

- King County Metro’s ORCA Business Programs, 1+ year (ongoing). Involved in the development and implementation of this campaign for ORCA Business Program’s transit benefits. Responsibilities include client relations, media planning/buying and weekly reporting/optimization
- Seattle International Auto Show, the premier event for the Washington State Auto Dealers Association (WSADA), 6+ months. Led the digital media arm of a highly targeted ad campaign promoting this event
- The Village Theatre, 3+ years (ongoing). Project lead responsible for developing, implementing and managing full-funnel advertising campaigns for this (and other) non-profit arts organizations in the local market

EDUCATION

- B.A. Business Administration, Washington State University

FIRM'S PROJECT MANAGEMENT APPROACH

QUALITY ASSURANCE/QUALITY CONTROL PROCESS

At the outset of each project, we work with our clients to develop frameworks for messaging, tone, dos and don'ts, and key language nuances that guide our work and ensure standards are met throughout the drafting process. These frameworks provide the guideline against which all work is evaluated. RALLY uses a layered approach to drafting and content development that ensures multiple rounds of review on every deliverable, using AP Style or another client-approved style guide. Where needed, we work with professional copy editors and language localization specialists to ensure accuracy and appropriateness. For creative deliverables, we develop and use punch lists covering all elements of design and production and ensure multiple team members review deliverables against those lists, flagging the most minor issues for immediate correction.

TRACKING SYSTEM(S) TO MONITOR THE PROJECT'S BUDGET AND/OR SCOPE

As the Prime contractor, RALLY will oversee project scope and all project costs, including the costs incurred by our subcontractor, Apex Media. RALLY uses the time tracking system Harvest to manage billable hours, giving us the ability to monitor staffing costs on a weekly and monthly basis. Budgets for paid media costs are monitored and reconciled on a weekly basis across all teams. For this engagement, RALLY's accounting team will create spend-down reports for each task order on a monthly or weekly basis, depending on time frame, spend rate and other dependencies.

SCHEDULING PROGRAM

RALLY uses a variety of scheduling and project management programs and recommends Monday.com for this engagement. RALLY and the California Department of Public Health's Tobacco Control Program use Monday.com as a one-stop shop project management tool for campaign tracking and execution, strategy and planning, and all ongoing communications. It also serves as a collaborative dashboard for all partners working with CDPH, helping with scheduling and project coordination. The service has allowed our teams to work together more efficiently as we navigate multiple timelines, vendors, and projects simultaneously.

PROCESS FOR INTERACTING WITH THE INTERNAL PROJECT TEAM

RALLY will meet weekly with our internal project team during the execution of each task order throughout the life of the contract. Weekly meetings typically include discussion of campaign strategy, communications plan and progress on campaign tasks. RALLY also schedules standing or ad hoc meetings with subsets of the project team, including subcontractors and partners, for ideation and progress monitoring on specific task areas. To ensure close coordination with subcontractors and research and media partners, RALLY will include members of the subcontractor and partner teams in weekly internal meetings as needed, or schedule separate partner coordination meetings. Detailed notes are taken during all internal meetings, with action items recorded and shared with the full internal team including staff delegation and deadlines. Action items are also recorded for and shared with subcontractors and media partners after cross-team meetings. Internal RALLY teams use Slack for day-to-day communication. For this project, RALLY will use Monday.com to streamline communication with all subcontractors, research and media partners.

PROJECT DELIVERY APPROACH

ABILITY TO PROVIDE INTERACTION WITH THE TOLL DIVISION, VENDORS, AND/OR STAKEHOLDERS

As a matter of practice, RALLY holds weekly one-hour meetings with clients to review deliverables, update progress and address risk factors. These meetings typically include key members of the RALLY and client teams and any subcontractors. Detailed notes are taken during all client meetings, with action items recorded and shared with all participants including assignments and deadlines. In addition, we provide clients with weekly updates by email and can create monthly, quarterly or ad hoc status reports as required. Meetings with the Toll Division will likely include members of the subcontractor, research and media partner teams, depending on project needs and milestones.

For this engagement, RALLY can include vendors or stakeholders in weekly meetings with the Toll Division as necessary. In addition, we have the capacity to schedule, lead and staff regular or ad hoc meetings with vendors or stakeholders, or with subsets of the Toll Division team as required.

WORK PLANNING

Decision-Making Process for the Development of the Work Plan

At RALLY, we know that the foundation for any successful public awareness plan is an airtight internal communications plan that centers visibility, client buy-in, and a deep understanding of priorities, strengths, and workstreams.

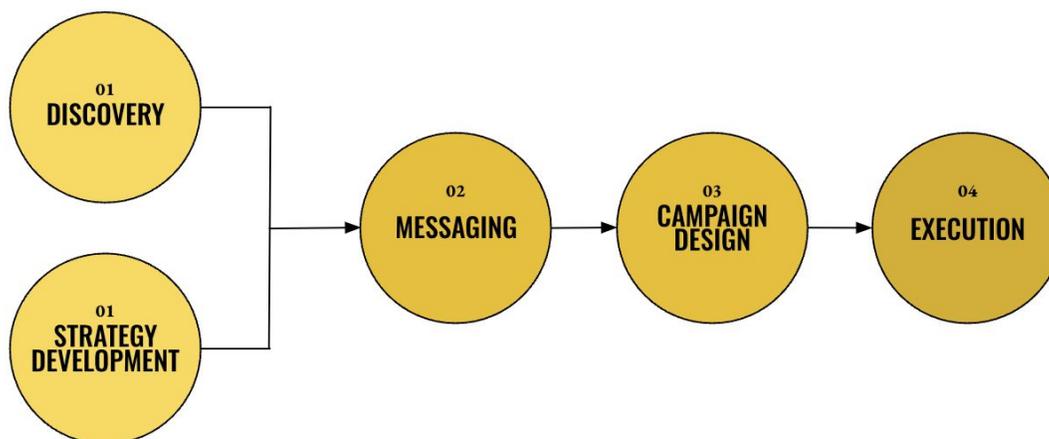
That's why, in our initial Research, Discovery & Intake Phase, we will work closely with WSDOT to understand who on your team needs to be informed of progress, who will be providing input, and who is making decisions. This process ensures that we are able to balance valuable insights and learnings from diverse team members with the need to move quickly and efficiently to inform Washingtonians of the updates to the tolling system and drive enrollment in *Good To Go!*. Our in-depth understanding of your needs and requirements ensures that the delivery of all aspects of educational marketing services are in compliance with state needs and requirements, in addition to guaranteeing we develop plans that outline a clear timeline with risks and mitigation, strategies, goals, objectives and supporting tactics that we will successfully plan and execute.

On the RALLY side of the relationship, you will have access to a Project Manager with a 360 view of all worklanes who is exclusively focused on delivering the best results for your project. Typically, the Project Manager will meet with the Client Decision Maker on a regular, weekly-cadence as well as connect on an adhoc basis as needed. This one-on-one time encourages candor and ensures that the account is moving forward on a timely basis and hitting all key project milestones.

In addition to the Project Manager, the RALLY account can be staffed up to meet whatever phase of the project we are working within, whether that means bringing in messaging experts when we test campaign slogans or adding day-to-day support during the execution phase of the work. Typically, the account support team will meet with the full client team on a weekly or biweekly basis to maintain clear lines of communication, be able to dig in deeper to a priority lanes of work, anticipate and manage risks, and provide the flexibility necessary to adapt as contingencies arise. This close communication, established worklanes, project management system and regular status updates (weekly, monthly, and more as needed), allow us to track against plans and make mid-course adjustments as needed.

Elements of the Proposed Work

Our work always starts with a process whereby research and discovery are used to identify a unique path forward—our strategy. Campaign positioning, messaging, and branding then flow from the identified strategy, as does the tactical approach that will bring the campaign to life.



RESEARCH, DISCOVERY & INTAKE

To help us better understand the challenge you are asking us to solve and begin the process of identifying a path forward, we begin by conducting exploratory research customized to your needs.

We begin by reviewing, learning, and listening via:

- Content Audit & Analysis of Existing Communications
- Stakeholder Interviews
- Comparative Audit
- Media Analysis
- Social Media Analysis
- Exploratory Survey (Audience Research)

For this engagement, we imagine we will partner with EMC Research as our preferred audience research vendor. EMC Research is a full-service market research and data analytics firm with experience in opinion research, complex data collection, and in-depth analysis. EMC maintains an office in Seattle and its client list includes King County Metro, the City of Seattle, and Puget Sound Energy among other clients requiring localized research and analysis.

STRATEGY DEVELOPMENT

The best advocacy campaigns all flow sequentially from problem definition, to strategy development, to tactical execution. RALLY’s strategic framework process builds on the goals, current realities, and insights identified via discovery and research to establish a point of view and direction for the campaign. That direction, in turn, informs everything else, from messaging and content development to individual tactics, desired outcomes, and critical metrics.

MESSAGING

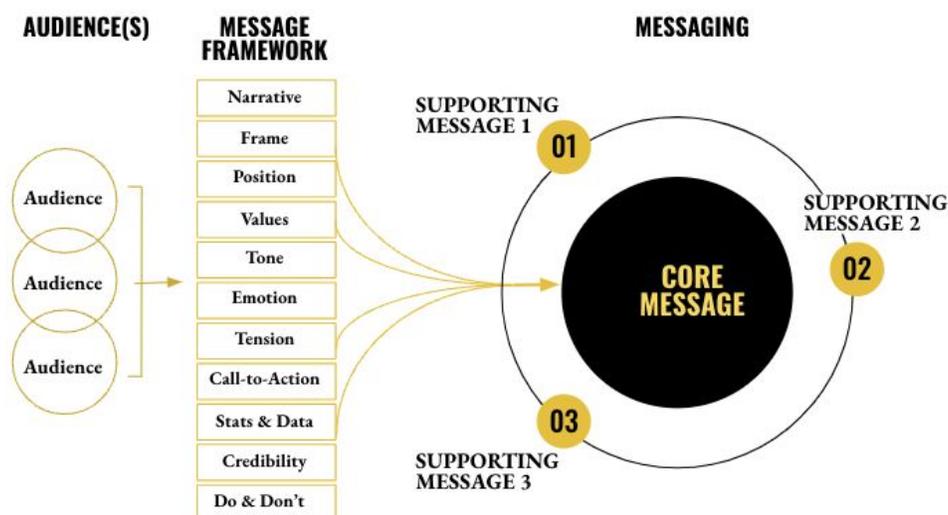
Our messaging framework is a tool that helps us clarify, with our clients, the spirit and thinking that will ultimately inform the core messages. We explore 11 key elements: narrative, frame, position, values, tone, emotion, tension, call-to-action, statistics and data, credibility, and dos and don'ts. As we develop creative concepts and content, we can hold up the framework as a mirror to pressure test the language of our core messages and any future messaging applications.

During this phase we will also consider the different geographical audiences – particularly audiences in historically underserved and overlooked communities – in order to tailor our messaging to best move them.

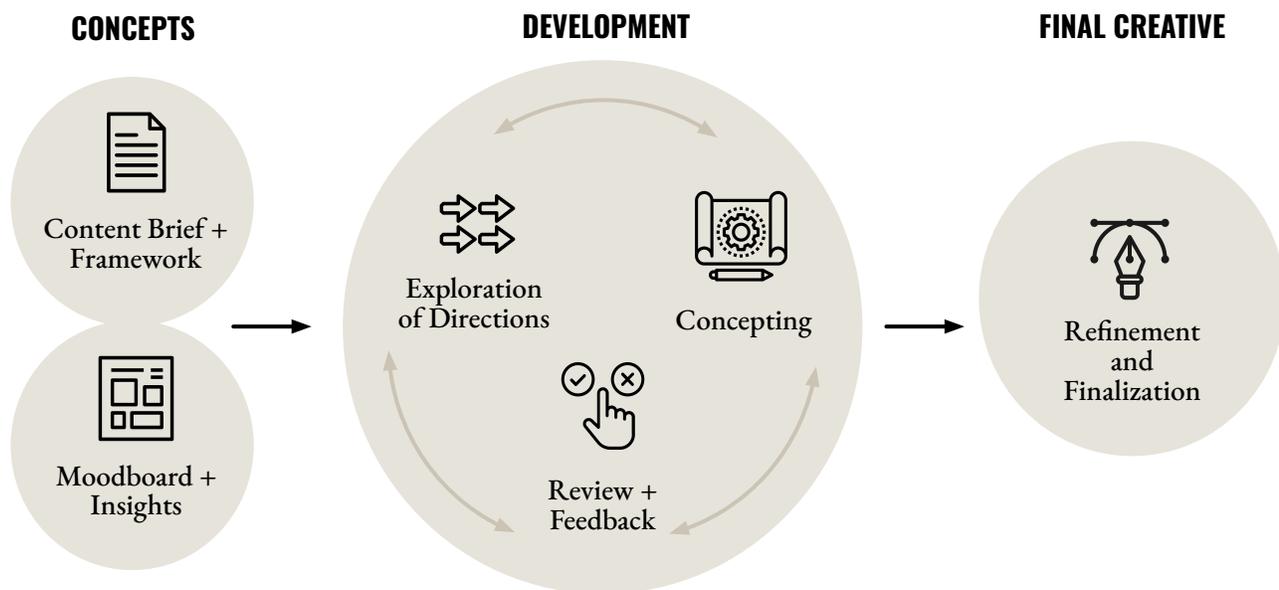
Once we align on a messaging framework, we will begin developing the core messages, which are what we typically think of when we reference “messaging.” The core messages are three or four fundamental ideas, put into clear, resonant, and authentic words, that explain or define a campaign, its perspective, and its place in the landscape.

Developing messaging is an iterative process. During message development, we will look to hold regular meetings with the WSDOT team to make sure we are capturing the right ideas and that our messaging fits the following criteria:

- **FRAME:** What are the terms of the debate? How are we defining the problem? Considerations: Does our frame have tension or conflict? Is there a clear opposition frame? How has this issue been framed in the past? What values are we speaking to?
- **POSITION:** How do we fit into the existing debate and issue space? Should we define our position in contrast to something / someone else?
- **VALUES:** What are the values that we are speaking to/from?
- **TENSION:** Where can we find tension in the message? What could be new or contrarian? Where is the heat or contrast?
- **EMOTION:** What are the sources of emotion? Are there human or cultural elements that could drive emotion? What emotions are we trying to evoke in our audience? What do we want them to feel?
- **CALL TO ACTION:** What do we want our audience to do? What action do we want them to take?



CREATIVE CONCEPTING



With integrated in-house teams, we challenge ourselves to be creative in every step of the RALLY process.

Involvement in discovery, strategy, messaging, and execution design grounds our visual work at a deeper level. Key findings and insights drive our process of exploration and iteration, ultimately leading to more inclusive, engaging, and enriching visual communication for audiences.

Our process seeks the right concepts to bring your message to life and make it connect and stick. Our team is well-versed in everything from script-writing to storyboarding to visual mood board exploration. Creating a solid conceptual foundation for each project is crucial before jumping into execution.

Visual communication is human communication. We are driven by design that can connect and provoke, and creative content is integral to our advocacy approach.

CAMPAIGN DESIGN

Campaign design is where we get to the nitty gritty and outline the tactical ideas that will help get us from A to B. RALLY subscribes to a no cookie-cutter motto when it comes to campaign planning. Rather than assembling generic tactical directions that could apply to any campaign, we tailor our recommendations to the particular objectives, realities and state of the campaign at hand.

Our process tests our campaign concepts through several critical lenses, including:

- **CLEAR AND INSPIRING VISION:** Does the campaign design offer a clear and inspiring vision?
- **TIMELINE:** Does the campaign design account for the timeline we are working with?
- **DRIVES THE MESSAGE:** Does the campaign design complement our message and move audiences to act?
- **CONNECTS WITH AUDIENCES:** Does the campaign design reach and connect with our audience?
- **ACHIEVES THE GOALS:** Does the campaign design plan for success and build in impact measurements?

EXECUTION & IMPLEMENTATION SERVICES

A campaign strategy is only as good as its execution, which is why we take a hands-on approach to project management and tactical execution. We not only offer directional guidance, but also get deep in the weeds to bring a proposed campaign to life, including: Campaign Planning and Oversight, Stakeholder Management, Budgeting, Briefings and Updates, Multi-Team Coordination, and Evaluation and Reporting

RALLY has secured an exclusive partnership with iHeartMedia’s Government Team, Unified Partnerships (UP) for this response. To date, iHeart’s UP team has managed more than 4000 state and federally funded campaigns, managing more than \$2B. UP brings unmatched reach and ability to connect with, and influence diverse audiences on their terms. Distinct advantages like 1st party data, proprietary tools, robust audience research and distribution channels translate to clear, exponential benefits.

UP commands extensive experience in the transportation space. This includes campaign work for the North Texas Transit Authority, North Carolina DOT, The National Highway Transportation Safety Administration (NHTSA), and extensive work with CalTrans.

Beyond this category expertise, UP brings significant media capabilities including strategic planning, media strategy, buying, and fulfillment for nearly every media format from broadcast and digital radio to out of home, digital display, social media, online video, grassroots outreach, and experiential extensions. Every aspect of our strategic partnership with UP is tailor-made to drive results and deliver every possible advantage to Washington Department of Transportation’s toll education and awareness efforts.

“Hard to Reach” (HTR) and “Hard to Convert” (HTC) audiences respond best to trusted voices, that is people they choose to listen to on a daily basis from their communities– which is why our plan would include partnering with culturally significant platforms that can inform, educate and inspire trust to both HTR and HTC groups. One such partnership involves the Black Information Network and its affiliate radio outlets. iHeartMedia’s Black Information Network is the first and only 24x7 national audio news service dedicated to providing objective, accurate news coverage about the most pressing issues facing Black Americans today.

Another platform we are excited to explore is iHeartMedia’s Total Traffic and Weather Network (TTWN). There are only a couple of media formats capable of influencing people when they are behind the wheel. TTWN provides up to the minute traffic and weather reports multiple times each hour, and since TTWN reports are designed to inform commuters, it’s one of the most sought-after content segments in markets across the state. Additionally, TTWN provides vast reach across general market, African American, and Hispanic audiences on nearly all station ownership groups, and is scalable and customizable per campaign requirements. In short, it is a massive and affordable network that provides the reach, with the target-ability that meets the campaign needs.

In addition to BIN and TTWN, our exclusive media partnership with iHeart offers access to their broadcast radio, streaming audio, podcast, digital and static out-of-home, and paid social platforms. The partnership also gives our team access to significant bonus media and added value elements to improve the effectiveness of the campaign.

Beyond iHeartMedia properties, our campaign will be able to access advertising opportunities on broadcast, cable and streaming television, non-iHeart radio stations, out-of-home, print, and digital platforms in partnership with Apex Media which brings extensive advertising planning and placement experience in all Washington markets.

ISSUE RESOLUTION

- Reliable, open lines of communication are a standard feature of working with any RALLY account team. As a matter of practice, we meet internally with the full account team on a weekly basis, have monthly 1:1 check-ins with team members and the Project Manager, and encourage team members to bring their diverse perspectives to account work. We believe that through embracing an open door policy and confronting difficult topics head-on, we are not only able to maintain a healthy working relationship but are able to deliver the very best culturally responsive communications strategies and materials possible.
- On the client and stakeholder side, this also holds true. We typically structure accounts with a Project Manager who meets with the main client on a weekly, 1:1 basis to encourage candor and honest, direct feedback. Most issues can be resolved at this level, but as necessary RALLY will bring in principals and team members to ensure any conflicts are dealt with quickly and respectfully.
- Finally, by having the full client and RALLY team meet on a weekly or biweekly basis, we foster an account environment where honesty and respect are the norm.

KEY ISSUES AND CRITICAL MILESTONES

Identifying key issues and critical milestones is an essential component of developing clear and actionable timelines, anticipating and reducing risks, and understanding the strategies and tactics that allow us to reach our project goals. The team has identified the following key issues and critical milestones based on known project variables. Additional milestones and risks may be identified in consultation with WSDOT and at the outset of each task order.

Key Issues

- Characteristics and demographics of drivers in new toll road use area including age, income, first language, media consumption, driving behaviors;
- Urbanicity classification of region;
- Current and goal *Good to Go!* enrollment;
- Budget and timeline for individual task orders.

Critical Milestones

- Acquisition and analysis of market data;
- Development and approval of earned media plan;
- Development and approval of paid media plan.
- Creative development (message, graphics, video);
- Creative deployment;
- Results analysis and optimization.

APPROACH TO CONCURRENT CAMPAIGNS, EVOLVING TIMELINES

RALLY's strong project management team will ensure that multiple, evolving campaigns are able to successfully run concurrently. We propose utilizing a service like Monday.com as a one-stop shop project management tool for campaign tracking and execution, strategy and planning, and all ongoing communications. The service has allowed our teams to work together more efficiently as we navigate multiple timelines, vendors, and projects simultaneously.

In addition, due to RALLY's flexible staffing model, we are able to quickly scale teams as needed. For this project, this may mean running multiple campaign teams within the wider account team. This is the model that has been successfully utilized by the California Tobacco Control Program team, who operates with three small teams (earned, digital, and special projects) that often cross collaborate but are also able to independently execute key lanes of work.

Alternatively, in the initial Research, Discovery & Intake phase, it might become clear that a specialist driven model where each team member works on each project is a better fit for the scope of work. Thankfully, for this engagement, we have secured the expertise, strengths, and staffing of Apex Media and Unified Partnerships to execute audio programming and paid advertising.

APPROACH TO IDENTIFYING AND RESEARCHING HISTORICALLY UNDERSERVED AND OVERLOOKED COMMUNITIES

Equity is at the center of all of RALLY's work. We firmly believe diversity, equity, and inclusion cannot be tacked on to a strategy or campaign. Whether we are working on race, gender, climate, health, or education, equity is always at the core of our approach and a lens through which we look at all of our work. Advocacy work that follows this principle is not only more just, it's unequivocally more relevant, resonant, and effective.

We firmly believe—and demonstrate through our work every day—that the most impacted communities must be at the forefront of solutions. At RALLY, we craft strategies and winning campaigns in partnership with those we serve to drive impact. At the core of our proposal is a focus on understanding our audiences, learning how to increase and build trust, and ensuring all communications meet communities where they are.

To that end, our campaign plan puts the needs of impacted communities first and foremost, with an emphasis on reaching these audiences with culturally relevant, in-language messaging using strategies that meet all of our audiences where they are.

For this project, we anticipate a particular focus on lower-income Washingtonians and communities of color, both of whom historically have longer commute times, as well as rural and indigenous communities throughout the State. Throughout our work, we hold central the importance of matching the right messenger to the right medium, using the right language with the right audience, and creating targeted calls to action so that every stakeholder feels empowered to play their part.

RALLY



State of Washington Department of Transportation – Toll Division Educational Marketing and Advertising Services

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THANK YOU
