

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



B. Proposal Transmittal Form

Firm Name: Strategies 360, Inc **Telephone:** (206) 282-1990

Address: 1505 Westlake Ave N Suite 1000 **FAX:** ()

Email:

Alaska Business License No. 2103153

The Offeror has made true and accurate representations, certifications, and statements regarding its status and its proposal in the Representations and Certifications by Bidders/Offerors included in this proposal, including representations regarding small business status.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODE:

The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

<http://www.census.gov/eos/www/naics/>

SMALL BUSINESS SIZE STANDARDS:

To qualify as a small business concern for most SBA programs, small business size standards define the maximum size that a firm, including all of its affiliates, may be. A size standard is usually stated in number of employees or average annual receipts. SBA has established two widely used size standards—500 employees for most manufacturing and mining industries, and \$7 million in average annual receipts for most nonmanufacturing industries. While there are many exceptions, these are the primary size standards by industry. (For more complete information on size standards, see SBA's Small Business Size Regulations ([13 CFR §121](#)) or the ([Table of Small Business Size Standards](#)).

**North American Industry Classification
System (NAICS) Code:** 541810

NAICS Classification Name:
Advertising Agencies

In order to qualify as a small business for this solicitation, the gross receipts of the company and its affiliates during the preceding twelve (12) month period must not exceed \$16.5 million.

Certification:

I certify that I am a duly authorized representative of the firm listed above, that the information and materials enclosed with this proposal accurately represent the capabilities of the firm to provide the services indicated in compliance with the requirements of the solicitation. The University of Alaska is hereby authorized to request from any individual any pertinent information deemed necessary to verify information regarding capacity of the firm, for purposes of determining responsiveness of the proposal, or responsibility of the firm as a prospective contractor.

Signature:  **Date:** 2/23/2021

Name: Ron Dotzauer
(please print)

Title: CEO
(please print)

University of Alaska Awareness Campaign

REQUEST FOR PROPOSAL
NO. 21P0043JH

SUBMITTED 25, FEBRUARY 2021
AT 5PM.

ANCHORAGE
745 W 4TH AVE.,
SUITE 400
ANCHORAGE, AK 99501
(907) 770-5600

SEATTLE HEADQUARTERS
1505 WESTLAKE AVE N.,
SUITE 1000
SEATTLE, WA 98109
(206) 282-1990





TABLE OF CONTENTS

SECTION

01	03_Concept Paper	Introduction and Current Landscape
02	07_About S360	Diversity, Equity & Inclusion
03	09_S360 Team	Project Team Bios Org Chart
04	15_Unique Qualifications	Research Education Marketing and Advertising Campaign Media Strategy Strategic Communications
05	17_Timeline	
06	18_Case Studies	Bristol Bay Native Corporation Idaho Next Steps Seattle Colleges
07	30_Statement of Compliance Form	
08	39_Representations Certifications, and Statements of Offerers	
09	Amendments	



SECTION

01

CONCEPT PAPER

Introduction and Current Landscape

The University of Alaska (UA) RFP lays out a clear framework for a focused public awareness campaign around community support for the University and recognition of UA's role in the state's economic future. Other key priorities include increasing enrollment and integrating with the UA Foundation's work and other ongoing programs and campaigns. UA leadership has been engaged in these efforts since the beginning of the state's historic budget shortfall and associated economic recession. However, the economic impact of the COVID-19 pandemic and other developments have further increased the importance and urgency of strategic public engagement.

Strategies 360's public opinion research team has been conducting polls in Alaska for over a decade across a wide variety of issues and on behalf of a diverse collection of organizations. Alaskans began expressing deep concern about our economy and the future of the state in 2014-2015, as awareness of our historic budget crisis grew. Since then, optimism dropped year after year as Alaskan's confidence in the economy and belief that things are heading in the right direction plummeted.

The situation has worsened with the COVID-19 pandemic pushing our economy to a breaking point. Alaskans are now, for the first time ever, twice as likely to say the state is headed in the wrong direction than in the right direction. S360

polling shows less than 15% believe the economy is in good shape, which represents a nearly 50% collapse from pre-pandemic levels. And when asked about the most important issues facing the state, nearly 60% want action on jobs, the economy, and the fiscal crisis, well before other pressing issues such as addressing the pandemic, making healthcare more accessible, and reducing crime. This is a somber landscape for launching a campaign, yet presents a clear and unique opportunity for UA to show leadership about a positive vision of Alaska's future and the role a healthy university system will play in building it.

UA's strong relationship with the public has established a solid foundation for us to build upon even in the midst of change, which is why this public awareness campaign is timely, important, and necessary.

Approach

Research-driven messaging is the hallmark of S360's approach and our process is ideally suited for this effort given your intent to rely on poll results to develop a campaign. Our in-house market research team is adept at developing public opinion surveys for the purpose of informing campaign development working closely with our marketing and creative division to ensure that strategy and creative, as well as messaging and tactic recommendations are directly linked to research findings. For this reason, as a firm we do not develop specific concepts at the proposal stage because this is contrary to the commitment to research-driven messaging. In this case, a full creative concept would be contrary to the research-driven process articulated in the UA RFP. Rather, what we will do in this concept paper is describe our approach

to campaign development, provide an overview of our recommended strategic framework for the campaign, and address initial thoughts on the key deliverables.

Concept Framework

The strategy for the "UA Strong" was an effective framework for pushing back on the existential threat of unprecedented budget cuts and overwhelming political pressure, but we believe a shift is needed to accommodate the unique goals of this new effort within the landscape described above.

Our recommendation is to develop (and test) a strategy that reframes the message and puts Alaska's future at the forefront of this campaign.

Quite frankly, people don't want to hear brands talk about themselves in this era - they want to know how you can make their lives better. The public is currently primarily motivated by a desire to build a strong Alaska - and UA is uniquely positioned to lead us through the pandemic and ongoing budget crisis and must help **articulate a positive vision for the future of Alaska** in a way that will feel inclusive and inviting.

No other institution has been more committed to Alaska over our long history, and few can claim to have a bigger stake in the state's future. Over nearly 100 years of history, the University of Alaska's commitment to our great state has never faltered, it has only grown. **UA's unwavering dedication to future-facing efforts in areas such as workforce development, research, and innovation are the key building blocks that will help write Alaska's next chapter, together.** Articulating a positive and uplifting vision for the future of Alaska isn't just good for UA, it's what our state desperately needs at this critical

time in our history. This framework positions us to accomplish all the goals described in the RFP and introduction above.

Campaign Overview

Discover

We approach every effort with an initial, collaborative, **DISCOVER** phase where we gather data and information that is crucial for developing a successful campaign. Research, interviews, message testing, data gathering, and competitive audits are all key elements in this phase.

STATEWIDE SURVEY

Research is the cornerstone of our process and we recommend implementing a 15-minute survey of 800 Alaskans. This large sample size will give us a margin of error of just 3.5% and will ensure that we have enough responses to pull meaningful results for demographic segments (also known as crosstabs). For example, we will be able to pull statistically relevant data to show how University favorability or support for different messages differs by region, audience group, and other factors. These 800 interviews would be scientifically representative of the full population by Census demographics. The multi-modal interviews would be conducted using live-caller landlines, cell phones, and online, and primarily directed at the general public, but we can include questions for identifying respondents who are students, alumni, or University donors. Additionally, we can consider developing an electronic poll that can be distributed to students, alumni, and donors for the purposes of developing more robust results for those audience groups. This would be handled separately from our

primary poll instrument but could provide additional useful information for strategically tailoring our campaign efforts.

We would also conduct an advertising competitive audit, a digital engagement audit, a social audit, and a media landscape audit. This includes a look at all available media channels including reach, frequency and budget insights. These quick audits help establish baseline understanding for online and offline media and inform the media strategy. Considering our extensive expertise in Alaska, these audits would focus mostly on UA's owned properties and opportunities. We also develop our audience segmentation and gather deep details on demographics, psychographics, brand awareness and motivations for each audience. This all leads to audience-specific strategies for the advertising plan.

Define

The **DEFINE** phase is where our media, communications and digital teams collaborate on foundational campaign strategy. Using our findings and insights we develop short, sharp briefs to clarify the campaigns' **creative** and **media expectations** based on an agreed upon a single, shared vision for all communications regardless of discipline. The media strategy is our roadmap for the media plan. And the briefs allow all parties (e.g. UA Foundation) to consider opportunities for integration, as well as UA event calendars. We will identify media opportunities as well as emerging technologies and trends to create a distinct voice for our campaign. We will develop audience-specific briefs to inform both creative and tactics. The briefs outline the audiences' core motivations, messaging considerations and tactics to reference when developing creative assets and media

plans. Before proceeding, all parties will review and approve the strategic briefs. **This phase, while short, is critical to an effective, nimble, campaign.**

Develop

Then, we move into the **DEVELOP** phase where advertising concepts, communications and media plans become finely detailed, and all the elements of an integrated campaign are woven together. Collaboration is key – between UA and S360 Research, Communications and Creative teams.

QUALITATIVE RESEARCH

We recommend a multi-day discussion board following the concept development to assess Alaskans’ opinions/reaction and test concepts, key messages, even the scripts or visuals we develop. This is a litmus test of the strategy behind the creative. This “Qualboard” would be composed of 25-30 individuals from a cross-section of the state, held over a three-day period in the weeks following the survey. Participants would engage at their convenience and interact with each other as well as react to our prompts and questions, and client observers will be able to follow the discussion in real time.

Also, in this phase expect a detailed media plan guided by the approved media strategy and identifying the specific channels, budget, reach, and schedule. This plan considers all opportunities both offline and online, including digital (connected TV, social, display, search, email, geo-fencing and other targeting), print, outdoor, TV, radio, search, display, event, sponsored content, influencer management, and more. For the digital components, the team sets up a dashboard to allow collaboration and quick optimization. Before moving forward, we ensure all pieces are in place, and approved for smooth delivery.

These are some specific components and considerations in our comprehensive media plan:

AUDIENCE SEGMENTATION

The media plan defines tactics by audience and timing. This segmentation is robust, incorporating demographics, psychographics, media habits, journey and motivations. We find that by identifying our audiences thoroughly our client’s media plans are more efficient. No wasted placement is the goal.

BROADCAST ADVERTISING

The pandemic has reduced the effectiveness of drivetime radio, while increasing the effectiveness of television – especially streaming services in parts of Alaska. Given budget constraints presented in the RFP, we will prioritize resources and believe a synchronized flighting approach, (running six weeks on TV & Radio, six weeks on statewide streaming services), would most likely be the best strategy. This extends budget, while keeping the message and advertiser in top-of-mind awareness. It will also extend the life of the creative.

TRADITIONAL OFFLINE CHANNELS (OOH, PRINT, DIRECT MAIL)

Traditional Out of Home placement (billboards, bus boards, small outdoor signage, airport) was drastically reduced in 2020, but as we venture out again should be a top consideration for a statewide campaign. We would negotiate early for best prices in key locations such as those with the largest concentration of UA alumni or in private airports to attract large donors. Print continues to be challenging and expensive, as such we will not recommend it unless there’s a specific strategic reason. Direct mail is key to an education marketing plan, albeit an expensive option.

We’ll review your current direct mail efforts and how to best integrate those into our plan.

DIGITAL MARKETING AND SOCIAL MEDIA

An area of expertise for Strategies 360, we have years of successful experience using digital tools to drive awareness of and enrollment in UA programs. Our team has significant capacity to deploy targeted advertisements that both inform and inspire Alaskans to act. These efforts can be highly targeted, focusing on relevant demographic groups and tailoring messages accordingly.

The University’s existing social media platforms, including the UA Strong accounts, are ripe for strategic messaging and creative collateral to amplify campus and alumni success stories and offer opportunities to coordinate with existing state marketing efforts. Our paid digital media strategy will boost posts of particular interest to garner more interest and engagement.

OWNED CHANNELS (UA COLLATERAL)

Using our owned opportunities--newsletters, fleet, mural spaces, uniforms, email blasts, backdrops, influential alum, social groups, essentially any opportunity to extend our paid efforts—will be integrated. This is more often helpful for our alumni and student audience but can also be an effective tactic for the general public.

EARNED MEDIA PLAN

Our press experts in Anchorage and Seattle will develop a proactive earned media plan for engaging with local media to gain positive and supportive coverage in newspapers, TV, radio and internet news sources, including op-eds and letters-to-the-editor from a diverse group of Alaskans representing each

UA target audience. We will pitch stories for reporters to cover organically, and opinion pieces that we write will put us in full control of the message we want to deliver and will give us a platform for a regular stream of press activity. This is also a great opportunity to engage the co-leaders coalition to sign earned media pieces and identify additional voices. Finally, our advocacy toolkit (discussed below) will include templates for UA supporters to use for drafting their own letters to papers across the state.

Also, we will establish a reactive media program prepared to handle any media inquiries through the duration of the project. This will include talking points, crisis communications strategic plans, press materials and media advisories, FAQs and ongoing media training for spokespeople and support for press events associated with the campaign, either in-person or virtual.

Deliver

Finally, we **DELIVER**. With a full creative studio, research team, copywriters, video and editing team, digital media creation (animation, banner development, interactive experiences, app development) teams, we can produce and deliver all aspects of the UA campaign. While options for shooting in Alaska are currently limited due to COVID, our team has been able to continue delivering high quality work in-house without a live-action shoot.

Once trafficked, our team watches campaign progress daily and optimizes as needed. Campaign reports are developed based on your needs and delivered monthly. A live dashboard is always available for an up-to-the-minute look at campaign efficacy.

Future Tracking Survey. It is standard practice to

conduct tracking surveys during or after a public education campaign to measure shifts in attitudes and inform adjustments to outreach and message. We recommend using the same methodologies as the Phase 1 survey to gauge changes in baseline metrics. This would also serve as our main vehicle for measuring the campaign's success.

Deliverables

DEVELOP STRATEGIES FOR COMMUNICATING MESSAGES INCLUDING PROMOTING EACH UNIVERSITY'S ENROLLMENT STRATEGIES AS A KEY COMPONENT

As part of our vision that UA is leading Alaska into the future and across all UA schools, we will provide the strategy to continue enrollment growth far beyond the term of this contract, without having to develop a new marketing campaign or ad blitz every few years. We will help UA make itself inextricable from Alaska's future, which will help draw in students who share the same goal. Enrollment growth will be a focus in our research and campaign development.

INTEGRATE STRATEGIES AND TACTICS WITH THE UA FOUNDATION ON ALL ADVOCACY EFFORTS

There will be multiple opportunities to coordinate with the UA Foundation throughout the campaign. The incredible work being done by the Foundation can serve as a key messaging pillar in the overall campaign focused on the University's role in the state's future. It is a compelling story that is relevant to all our audiences. Each UA audience group will benefit by learning more about the Foundation's role in the state's future, and the existing Foundation audiences will benefit from receiving our overall campaign messaging.

AMPLIFY SPECIFIC STORYTELLING ABOUT ALUMS OF THE UNIVERSITY AND THEIR CAREER SUCCESSES

Telling the story of alumni career successes from the vantage point of contributing to the state's future should be a cornerstone of our overall communication effort. We will focus on stories both big and small – from researchers who are advancing technology to members of the community who contribute in less noticeable ways. This will help the general public relate personally to our overall campaign messages and themes. This approach will benefit all audience groups by providing real examples from members of the University's wide network.

RECOMMEND SPEAKING EVENTS WITH COMMUNITY ORGANIZATIONS AND INFLUENCER GROUPS

While the challenges of the pandemic will continue to limit in-person event opportunities for the foreseeable future, we will apply what we learned working with clients in Alaska and throughout the United States on creative ways to leverage virtual events to help guide a comprehensive virtual event strategy as a core component of the UA effort. This includes finding opportunities for UA voices to participate in existing events being led by other organizations, such as virtual conferences and Chamber meetings, as well as designing unique new events led by UA under the umbrella of our campaign focused on Alaska's future. In general, we view this as a key role for our co-leaders coalition to help ensure we are leaning on regionally relevant voices for these opportunities. And once the limitations of the pandemic begin to ease, we can reset for in-person opportunities.

DEVELOP A COALITION WITH CO-LEADERS AND ASSIST WITH THE DEVELOPMENT OF COMMUNITY

SUPPORT

We envision a coalition with well-known, trustworthy regional leaders assigned to give presentations, serve as spokespeople, provide strategic advice for regional implementation of campaign initiatives, and recruit other advocates within their respective areas who are willing to take part in our efforts. We also recommend appointing voices to the coalition from key UA target audiences who understand the needs of these unique audience groups. The efforts of the co-leader group would play a key role in communicating messages that reach legislators, donors, and alumni, but can also be leveraged to reach students and members of the general public as well.

COORDINATE WITH OTHER STATE MARKETING EFFORTS (TOURISM, SEAFOOD MARKETING, ETC) TO LEVERAGE MESSAGING

This fits well and is a logical and worthwhile option within the structure of our proposed concept framework—Alaska's future. It is also an excellent alumnus targeting opportunity. These key industries are contributing to the state's economic future and are supported by the University in areas such as workforce development, research, and more. We will work with UA and relevant state agencies to identify opportunities for coordinating and integrating efforts.

DEVELOP MAJOR SPECIAL OPPORTUNITIES THAT EXEMPLIFY THE UNIVERSITY'S WORK TO EDUCATE ALASKANS

We will explore several types of special opportunities, and create new ones that build on the University's existing strengths. For example, celebrating singular events around an existing aspect or achievement of the university, such as UA Scholars' Day, could feature recipients of the UA Scholars Award. Or, a new scholarship competition inviting Alaska students

to submit essays articulating their vision for Alaska's future would target prospective students. We could engage the coalition of co-leaders in gathering commitments from Alaska businesses to contribute to the scholarships. To engage local communities, we could organize events to familiarize Alaskans with the University, such as celebrations of meeting the UA Foundation giving milestones, or the founding of each campus. Many more opportunities will be explored.

DEVELOP OUTREACH ACTIVITIES/MESSAGING THAT CAN BE IMPLEMENTED BY SUPPORTERS

Together we will develop a comprehensive advocacy toolkit to provide supporters with messaging guidance and opportunities for direct engagement. This is a unique skillset of our firm given the large volume of political campaigns, ballot initiatives, and advocacy efforts we manage across the western US. We have existing templates and plans that can be easily updated for this effort. An effective toolkit will include key themes, talking points, and FAQs, as well as forms for taking action on behalf of the campaign – such as draft language and formatting for letters to the editor, emails, social media posts, and more. We can produce slightly different versions for our unique audience subgroups and host virtual trainings with our supporters and advocates. We envision these being widely distributed across UA's network of supporters and updated with fresh material throughout the campaign.



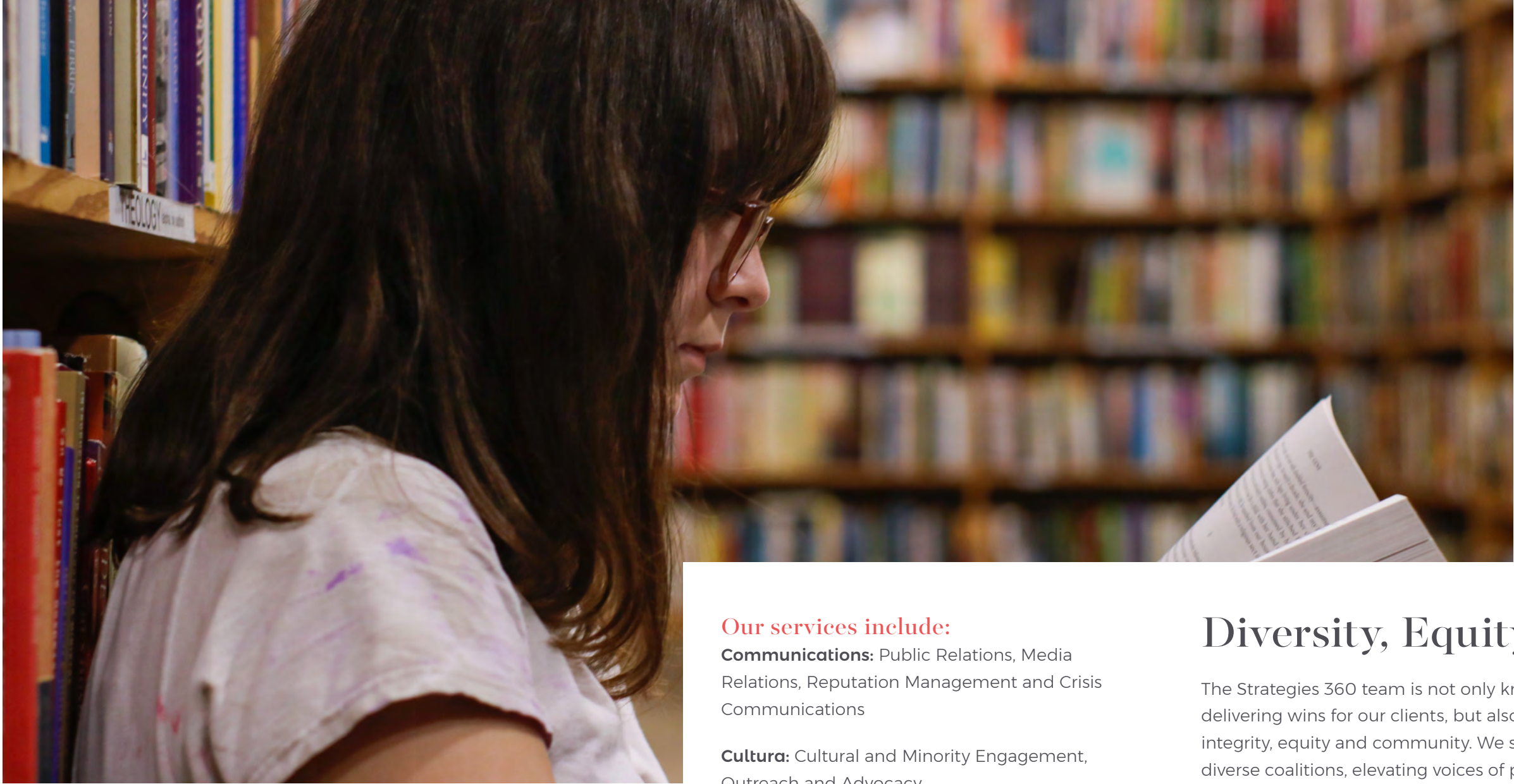
SECTION

02 ABOUT S360

About S360

We are Strategies 360 and our calling is to drive lasting change.

With offices in 13 states and Washington, D.C., Vancouver, BC and Jakarta, Indonesia, Strategies 360 is a leading public affairs, communications, research, and marketing firm. Our team is drawn from the worlds of communications, advertising, marketing and design, the news media, quantitative and qualitative research, government, and politics and we bring deep expertise, integration and sharp, strategic thinking to all our clients. By offering more services under one roof, we guarantee University of Alaska a seamless, tailored approach, crafted to meet your specific needs and overall objective of promoting the university system.



Our services include:

Communications: Public Relations, Media Relations, Reputation Management and Crisis Communications

Cultura: Cultural and Minority Engagement, Outreach and Advocacy

Government Relations: State, Federal, and Local Strategy, Policy and Lobbying

Creative Services: Brand Strategy: visual and verbal identity development; Integrated Advertising Campaign Development: creative and production; Media Strategy, Planning and Ongoing Management; Full production Capabilities: video, animation, audio and editing team

Public Affairs: Coalition Building, Initiatives & Campaigns; Bonds & Levies, Siting & Permitting

Research: Message Development, Targeting and Segmentation, Campaign Polling, and Executive and Opinion Leader Research

Diversity, Equity & Inclusion

The Strategies 360 team is not only known for providing strategic counsel and delivering wins for our clients, but also for leading the work with our values of integrity, equity and community. We strongly believe in building effective and diverse coalitions, elevating voices of people most impacted by policy, and centering leaders and community members of color whenever possible. Simply put, leading with racial equity is critical to our outcomes and central to our ethos.

Strategies 360 is veteran-owned and proud of our diverse team of more than 160 employees worldwide. S360 values diversity across the firm and we implement this value from top down. Nearly half of our executive leadership is made up of women. We employ minorities in key leadership positions across the firm and our global footprint throughout the United States, Canada and Indonesia ensures that our staff is made up of people with varying backgrounds, religions, orientations and identities. We cultivate a firmwide culture of openness and respect and aim to work with clients that have the same values.

SECTION

03 S360 PROJECT TEAM

“What UA means to me: The University of Alaska means opportunity. It is about the opportunity to learn, grow and build relationships. Through students and my own family – which has been connected to UA for generations - I have seen firsthand how this institution provides rich opportunities, the right set of circumstances, for growth. As a result, people build skills, knowledge and ultimately confidence in themselves to go into their communities and serve.”

—Charles Fedullo, Senior Vice President, Alaska (Opportunity) -

As a full-service agency, we will service the full scope of this project in-house. We have compiled a project team that includes our Alaska-based communications and media strategy team as well as representatives from our strategic communications, research and creative teams. With the full range of our expertise, we will provide a tailored public awareness campaign built on research-driven messaging, stunning creative and effective media strategy. Because our work is our collaboration, we are effective teammates and can anticipate the challenges and opportunities for different aspects of the project. We find ways to go deeper – to better understand your audiences, design nuanced messaging and pull that thread throughout the campaign. Finally, our campaign and media strategies will consider the best ways to get the most out of your

investment and leave you with effective tools and insights for the future.

Strategies 360 has designated two senior staff leads for this project: our Alaska-based Senior Vice President Charles Fedullo and the firm’s Senior Vice President of Communications Taylor Bickford. This dual-pronged approach will ensure that University of Alaska has the best resources that S360 has to offer. Charles will dedicate most of his time to supporting the University of Alaska and Taylor will support and coordinate firmwide engagement including research and creative. As outlined in the concept note and estimated schedule/flowchart, S360 will establish regular meetings with designated UA staff to include both Charles and Taylor as well as other S360 project team members as appropriate.



Project Team Bios

Charles Fedullo, Senior Vice President, Alaska

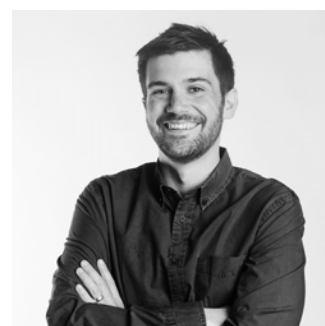


A natural story-teller, Charles brings more than two decades of media, public policy, and communications experience to S360. He has worked as a reporter and news editor, served as an aide to two

Alaska governors and taught journalism at University of Alaska Fairbanks where he mentored many students who are currently in top leadership roles at news stations and newspapers throughout the state. This broad experience gives Charles a unique understanding of Alaska's vast communications landscape that will benefit UA in this campaign.

Charles enjoys reading as well as cooking, fishing and hiking with his family. He lives in Anchorage with his wife and their three children. He has a B.A. from Temple University in Philadelphia and an M.A. from the University of Alaska Fairbanks.

Taylor Bickford, Senior Vice President, Communications Strategy

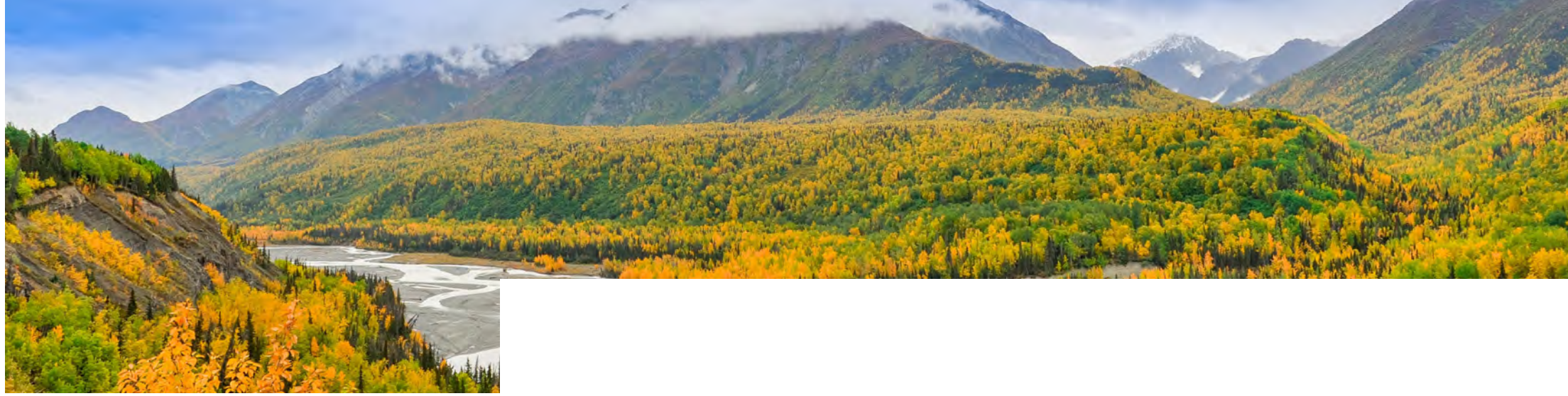


Originally from Alaska, Taylor brings 15 years of communications, campaign and public policy experience to S360. He oversees the S360 firm-wide communications team and works

with clients ranging from tribal organizations and energy companies to top non-profits, healthcare organizations, and fishing companies. Taylor's extensive knowledge of the communications landscape and expertise across public affairs disciplines has helped moved countless client issues forward. He has served as a lead strategist on the award-winning Bristol Bay Native Corporation marketing campaign and other high-profile statewide efforts such as Rasmuson Foundation's Plan4Alaska public awareness campaign on the state budget crisis. In his role as S360's SVP for Communications Strategy, Taylor combines his Alaska expertise with

the experience and knowledge he has gained in large-scale public awareness campaigns at the regional and national level.

Taylor is a graduate of West Virginia University with a B.A. in political science and is currently completing an M.A. in Crisis Management from the University of Nevada Las Vegas.



Chanda File, Communications Director, Alaska



Chanda File manages strategic communications efforts for S360's diverse client base across the state of Alaska. She is a National Institute for Social Media certified Social Media Strategist and specializes

in offering professional and engaging social media strategy and management.

Prior to joining S360, Chanda worked in public affairs and university relations at the University of Alaska, as a legislative aide in the Alaska State Legislature, and as campaign manager for local political campaigns in Fairbanks, Alaska. Chanda will bring her rich experience in communications and advocacy to work on behalf of the University of Alaska.

She serves on the American Marketing Association – Alaska Chapter Board of Directors.

Chanda grew up in North Pole, Alaska and holds a B.A. in political science from the University of Alaska Fairbanks. In her free time, Chanda can be found reading, baking, or watching college softball.

Sam Erickson, Communications Coordinator, Alaska



Sam is an advocacy-focused communications specialist. At Strategies 360, he develops tailored communication plans to help clients achieve their messaging goals and constructively influence

public discourse. Born and raised in Alaska, Sam attended the University of Alaska Anchorage, where he competed on the internationally ranked Seawolf Debate team. Over his career, he achieved multiple tournament victories and was recognized as one of the top 10 individual speakers in the nation at the 2018 US Universities Debating Championships. Sam also served as UAA's student body president from 2016-2017, where he successfully led student advocates against cuts to state support for the university and designed a campus engagement campaign that doubled turnout in student elections within a year.

Sam received a BBA in Finance and minors in Communications and Political Science from UAA. Outside the office, Sam coaches high school debate and is an avid cross-country skier.

Chris Munroe, Vice President, Alaska – Media Strategist



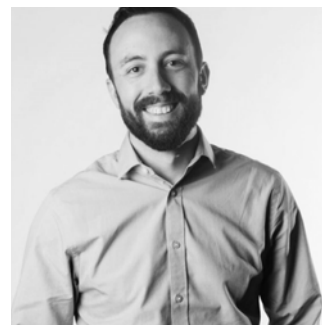
Chris brings nearly three decades of experience in communications, media, marketing and advertising, film and production to Strategies 360. His years of agency work, coupled with his love and experience in

client relations, make him an invaluable resource for clients hoping to gain the most in-depth advice for their marketing challenges. Chris is particularly interested in finding the right visual, messaging, and outreach strategy to ensure each client succeeds. Prior to joining S360, Chris owned an independent advertising and communications agency focused on building media solutions that expand clients reach and impact. There he was driven by the philosophy that phenomenal business starts with outstanding personal treatment. His service-minded ethos is reflected in his daily work to deliver a customized strategy for every client. Previously, he served as Vice President of Business Development for Northwest Strategies, developing deep and long-lasting relationships with local business, non-profits, and community organizations.

Chris enjoys relaxing with a quality cigar and a round of golf with friends. He holds a B.A. in Business Administration and Marketing from the University of New Hampshire.



Kevin Ingham, Senior Vice President, Research



Kevin oversees Strategies 360's national research practice. Kevin works with campaigns, ballot initiatives, and advocacy organizations to bring positive change to communities. He has served as a pollster and

advisor to a broad range of elected officials in the US and internationally and has worked on measures for dozens of campaigns. Recently, he helped pass Proposition 106 in Colorado with nearly two-thirds of the vote and worked with school districts across the country to receive voter approval for over \$1 billion in new funding for education.

In addition to his electoral experience, much of Kevin's work focuses on message development for marketing campaigns, advocacy groups, and legislative coalitions. For the last decade, he has served as the lead pollster for Bristol Bay Native Corporation's award-winning marketing campaign.

In addition, Kevin led the polling for the Rasmuson Foundation's Plan for Alaska's Future and has worked with a number of native corporations and Alaska-based organizations on projects to survey communities throughout the state. Kevin has also worked with some of the nation's leading organizations including Everytown for Gun Safety, the Bill and Melinda Gates Foundation, Voting Rights Lab, the Gill Foundation, and the ACLU. Kevin's research has been featured in The Associated Press, Politico, The National Journal, The Seattle Times, The Denver Post, The New York Times, The Huffington Post, The Washington Post and The Wall Street Journal. He has also provided political commentary for a number of national and local media outlets, including cable and broadcast news, newspapers, and blogs.

Kevin graduated cum laude from the University of Denver with a B.A. in political science and international studies.

Sunshine Stevens, Vice President and Group Creative Director, Advertising



Sunshine brings nearly two decades of creating widely acclaimed advertising campaigns for some of the most recognizable brands across the country in almost every category. As Group Creative Director,

she leads the advertising strategy and creative team for S360's diverse client roster. Her education work includes extensive work with University of Phoenix, Capella University and Idaho's Workforce Development Council. She is currently developing a campaign focused on workforce diversity for Seattle School District.

Since joining S360, Sunshine has developed a new, fully integrated campaign for Bristol Bay Native Corporation. She also ably produced a creative campaign for Idaho's Workforce Development Council to allow the Idaho workforce access to training and CARES funds available for a limited time. Both campaigns were successfully produced within COVID-related restrictions. Sunshine successfully draws on her experience with both regional and national campaigns to adjust each campaign to fit the unique marketing needs. She works in tandem with S360's Research, Media, Comms, Brand, Digital, Video and Web teams to ensure a comprehensive campaign rollout that weaves all disciplines toward a singular purpose.

Sunshine holds a B.F.A. in Art and Psychology from Marylhurst University.



**Matt Davidson, Senior Vice President,
Digital Marketing**



Matt Davison runs the Strategies 360 Digital Marketing Group which in 6 short years has gone from managing \$750,000 in annual media spend to \$5 million. This work has directly led to

tens of billions of dollars in public financing for education and local parks. Matt spearheads S360’s ongoing digital campaign to drive enrollment for the School of Management at the University of Alaska, Fairbanks. In 2020, the campaign drove 895 student inquiries as a direct result of our campaign and in the first two months of 2021, we’ve had 271 student inquires. Overall, the program saw an increase in enrollment of 17% last year while the university as a whole had an enrollment decline of 1%.

Prior to joining S360, Matt founded an online advertising agency. Matt also worked at Microsoft where he was part of the launch of the company’s search engine, Bing.com and is the author of a best-selling book on search engine marketing called Step-By-Step SEO.

Matt graduated magna cum laude with a BA in Business Management and a minor in Computer Information Systems from Woodbury University.

**Lesley Rogers, Senior Vice President,
Education**

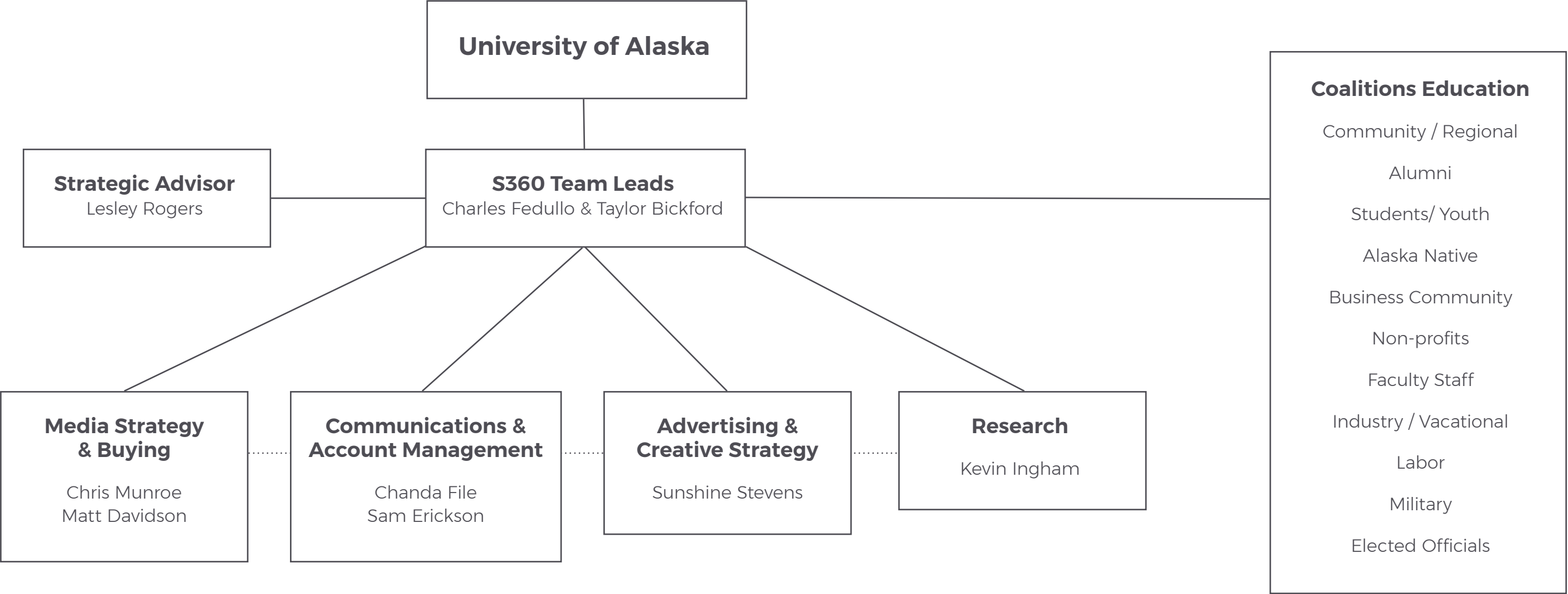


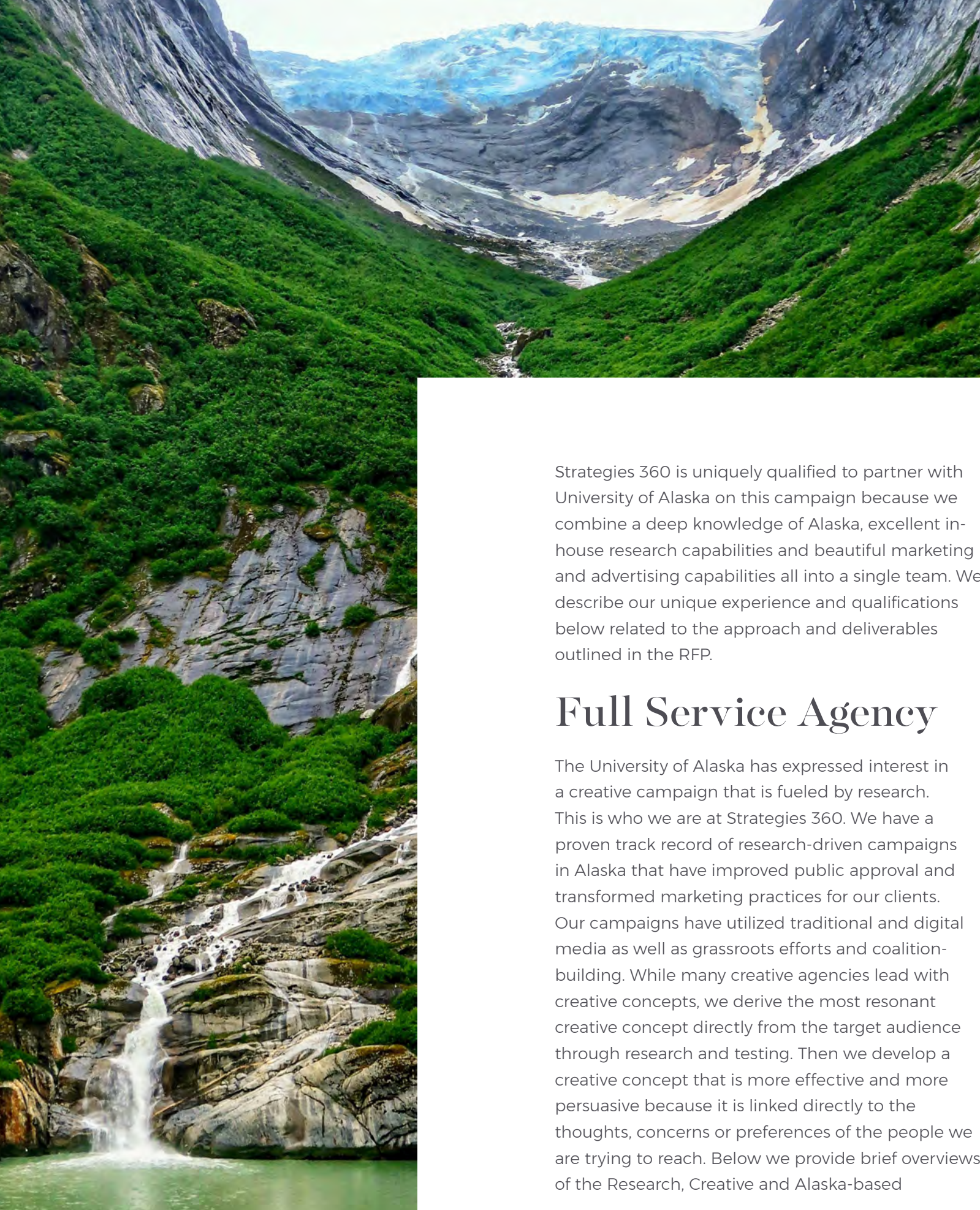
Lesley Rogers brings more than 20 years of communications experience to Strategies 360, where she leads the firm’s education practice. Working closely with superintendents,

communications directors and school district leadership, Lesley provides strategic communications support and council, especially leading up to critical school funding elections. She engages public opinion research, communications audits, strategic communications plans, and digital media strategies to support school systems. She also advises on crisis communications and media relations. In her nearly four years at Seattle Public Schools, the largest school district in the Pacific Northwest, Lesley oversaw strategic communications for the district, including the direction for both

external and internal communications, as well as crisis communications and media relations. Lesley received her Accreditation in Public Relations (APR) in 2018 and is a longtime National School Public Relations Association member and a frequent seminar presenter both at national conferences and statewide school PR conferences. Lesley is originally from Wisconsin and started her career as a newspaper journalist. She has Bachelor’s degree in journalism and political science from Northern Illinois University and a Master’s in Public Affairs Reporting from the University of Illinois at Springfield.

Org Chart





SECTION

04 UNIQUE QUALIFICATIONS

Strategies 360 is uniquely qualified to partner with University of Alaska on this campaign because we combine a deep knowledge of Alaska, excellent in-house research capabilities and beautiful marketing and advertising capabilities all into a single team. We describe our unique experience and qualifications below related to the approach and deliverables outlined in the RFP.

Full Service Agency

The University of Alaska has expressed interest in a creative campaign that is fueled by research. This is who we are at Strategies 360. We have a proven track record of research-driven campaigns in Alaska that have improved public approval and transformed marketing practices for our clients. Our campaigns have utilized traditional and digital media as well as grassroots efforts and coalition-building. While many creative agencies lead with creative concepts, we derive the most resonant creative concept directly from the target audience through research and testing. Then we develop a creative concept that is more effective and more persuasive because it is linked directly to the thoughts, concerns or preferences of the people we are trying to reach. Below we provide brief overviews of the Research, Creative and Alaska-based

Communications teams, which will work hand in hand for this campaign. Beyond these teams, we will draw on knowledge and advice from our Strategic Communications practice, our Digital Media and Web Engineering teams and our National Education practice.

Research

Strategies 360's research team has extensive experience conducting in-depth public opinion research in Alaska and across the country in support of public education campaigns. In addition to our work alongside flagship Alaska institutions like Bristol Bay Native Corporation and the Rasmuson Foundation, we have also worked with leading non-profit and advocacy organizations on the topic of higher education. Our experience in this space is wide as it is deep: we've worked with state educational institutions to help students and parents research and apply for post-secondary education, we've worked with legislative coalitions to develop messaging in support of policies that help DREAMers afford college, we've done in-depth research among parents, students, and educators to build the profile of exciting CTE programs that position students for high-paying careers, and we've worked with non-profit organizations to understand the best ways to frame the value of higher education to parents and students.

Creative Services – Marketing & Advertising

The creative services division as a fully integrated in-house agency for all S360 and their clients. In a little over 8 years the team has grown to include experts in brand strategy, advertising, graphic design, videography, copywriting, web design and engineering with a robust focus on digital marketing. With a staff of over 50 employees, the creative services team works in collaboration with researchers, public policy experts, and communications professionals to deliver compelling creative that moves audiences to action. Our creative services team has ongoing collaboration with our team in Alaska including Alaska Native Corporations, the University of Alaska, Ballot Measures and Initiatives, and Public Health Campaigns. These efforts have given us the opportunity to work with and support a broad and diverse range of Alaskans – from native communities to young people looking for opportunities in higher education. We understand how to work in Alaska and how to reach, engage and inspire Alaskans across the state.

Strategies 360 Alaska Communications Team

S360's Alaska office has been a bedrock of the firm's Western footprint for over a decade, and we owe our success to the quality of team we've assembled, 75% of which have received degrees from the University of Alaska. Our talented staff maintains relationships throughout the media, business, and public policy landscapes in Alaska and brings deep expertise across the full range of modern communications services. We represent Alaska's top industries and have leveraged our tools to tackle the state's most significant communications challenges. The University of Alaska has utilized nearly all of our services – from strategic communications, to digital marketing, to web engineering, media relations, and more – since we established our presence in the Last Frontier and continues to be one of our most cherished and longest-serving clients.

Relationships and Coalition Building

We have strong, valuable relationships that we can leverage to help build coalitions and demonstrate support for the university across Alaska. Our team at S360 has relationships with potential coalition members at every level of government and communities across the state.

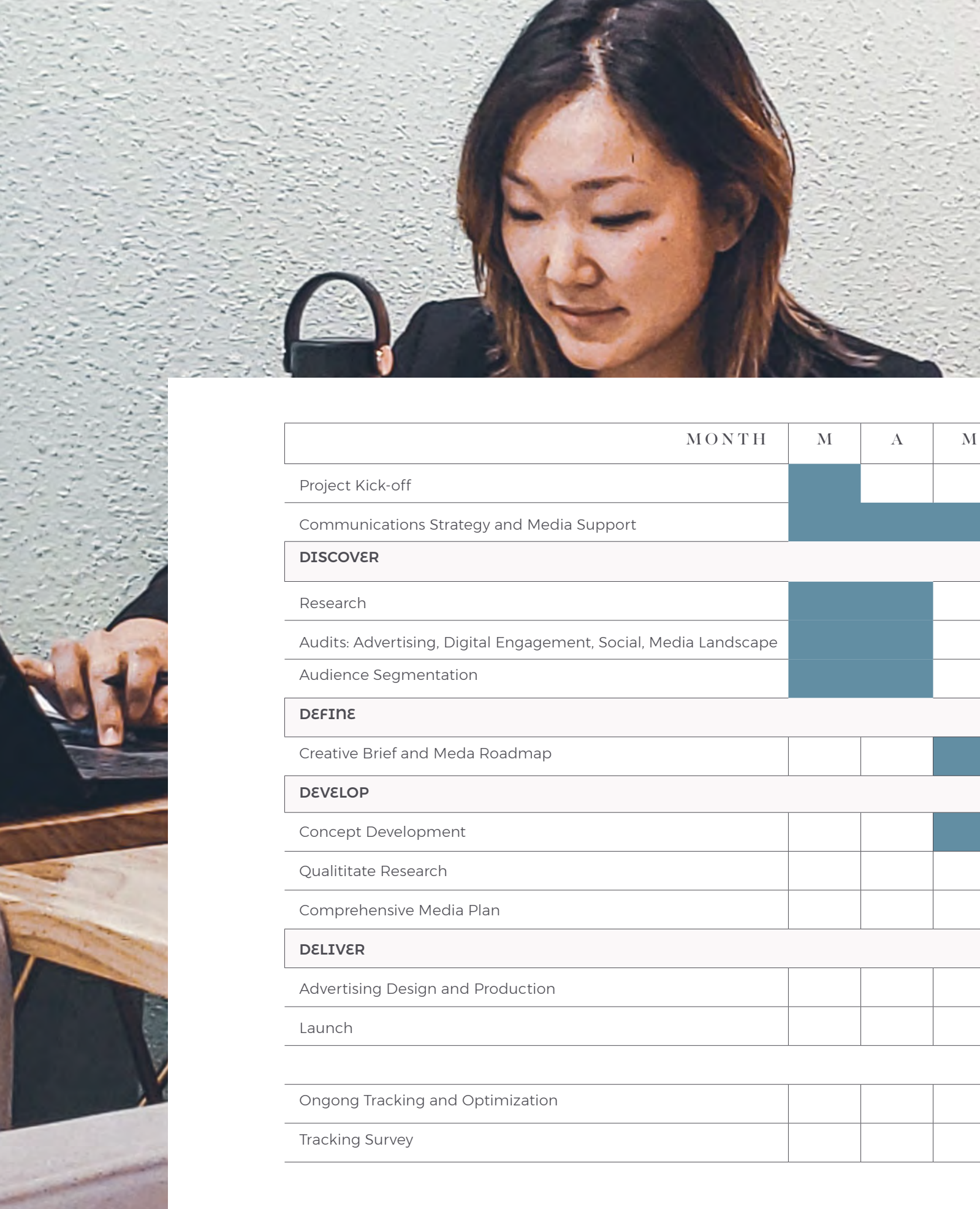
We've organized a strategic advisory team with extensive statewide, university, and multi-sector experience. Along with our S360 leadership, our team includes Kate Ripley, former director of UAF Alumni Relations and executive director of the UAF Alumni Association, who will provide vital connections to the university's three alumni

associations and alumni contacts around the state. Kate will serve as our lead on organizing UA stakeholder activity including students, alumni, donors, and faculty/staff. Additionally, she will coordinate region specific organizing in the Interior and Southeast.

National Education Practice

In addition to our work in Alaska and research experience, we have national education experience that gives us insight into building the best possible campaign for UA. Strategies 360 founded its education practice over ten years ago. Our work in higher education ranges from branding and advertising to government relations and spans four-year colleges and universities, community colleges, college readiness, workforce development, and more. We have worked closely with state and federal education agencies in addition to legislative efforts at the local, state and federal levels. We have conducted advocacy for school systems and have raised millions of dollars for education funding based on research-driven campaigns. Over the last two years, our campaigns have raised over \$4.5 billion for education funding in Washinton state alone. Our education practice is an amazing testament to S360's approach of relying on research-driven messaging as the foundation of all our work – in education and beyond.





SECTION

05

TIMELINE

[illegible]



SECTION

06 CASE STUDIES

We have compiled case studies that demonstrate UA's full scope of challenges, preferred tactics and desired deliverables. We believe these case studies demonstrate how we rely on research and use insights about our target audiences to build the most persuasive messaging and visually stunning creative campaigns.



Case Study— University of Alaska

Relevance

We know the University of Alaska. With combined experience of nearly 50 years, Strategies 360 staff have attended, taught at, volunteered and worked for UA campuses. S360 has partnered with the University of Alaska for enrollment campaigns, digital media marketing, advocacy, media training and web development. Our professional experience, coupled with our personal loyalty, make Strategies 360 an ideal partner for this campaign.

The Challenges

The University of Alaska system is a complex institution that faces a wide range of challenges. From declining enrollment at specific schools and programs, to utilizing effective advocacy and outreach strategies to drive engagement and giving, to maintaining modern and functional information technology assets – the University must meet and match the challenges. Moreover, as the Alaska's only public institution of higher learning, from workforce development to high-level research on climate issues, UA stands at the forefront of the state's response to broad social challenges.

The Work and the Results

- § Beginning in 2020, Strategies 360's partnered with the UAF School of Management to generate interest and increase enrollment in about 20 of its programs. Targeting internet users actively researching academic programs, we build a digital media campaign – 75% of the budget was dedicated to paid search marketing while the remaining 25% was dedicated to a social media awareness campaign. The digital marketing campaign drove traffic to 22 program-specific landing pages with clear calls-to-action to turn ad clicks into form submissions. Our work showed clear success – we generated 895 form submissions through our campaign, resulting in 63 applications to the degree and certificate programs. In 2020, the School of Management was UAF's only school that saw an increase in enrollment, with a 17% increase over the past year.
- § S360 Alaska is currently working with over a dozen UAF communications staff at research institutes on a media relations effort, with the goal of increasing media coverage for UAF research across Alaska and beyond. Efforts include publishing an op-ed piece in the Anchorage Daily News monthly through the end of the year and helping pitch stories to and establish relationships with reporters outside the Fairbanks area. To date, we have published two op-eds on behalf of UAF, conducted a media training and connected UAF staff to political and legislative experts.
- § In 2018, S360's rebuilt UAF School of Management's website to modernize the site and improve functionality. UAF SOM needed a website that reflected its dynamic stories and opportunities and that would be a quality asset to achieve admissions and student engagement goals. We partnered closely with UAF design a website that expressed SOM's uniqueness while utilizing UAF's brand, content management system, and technical standards. Launched in April 2019, the new site has received internal and external praise from staff, faculty and new and prospective students for its modern design. SOM now has a website that showcases what the school has to offer in a compelling fashion. Visit the website at: <https://uaf.edu/som/>.
- § In 2018, S360 conducted a web usability survey for UA statewide with a goal of recommending ways to improve user experiences as they navigated the website, applied for admission, and registered for classes. The four-week survey gauged participants' experiences as they completed key tasks. S360 issued recommendations to address problem areas and improve the site's functionality, which included emphasizing search features and adjustments to registration pages.
- § In 2018, Strategies 360 facilitated a multi-campus leadership summit focused on year-round advocacy. The workshop involved training UA staff on advocacy strategies and creating a full advocacy plan to engage external stakeholders. S360 recruited local political and business leaders to be a part of the advocacy team. In 2019, we facilitated a second leadership summit, where we led attendees through creating an elevator speech about the university's importance to Alaska. University staff attributed the advocacy training to achieving the best legislative outcome in 5 years with a \$10 million boost to the budget.
- § In 2018, S360's conducted a campaign to support enrollment in UAF's Community and Technical College in order to meet demand for skilled workers and create a pipeline of associate level graduates who were likely to move into advanced university programs. With a limited budget, our campaign raised visibility and acquired dozens of direct inquiries through social media, phone calls, and nearly 1,500 website hits including application submittals, brochure downloads, and contacting university officials. As a direct result of the campaign, the program had 131 additional students enroll amounting to a 16% enrollment increase, year over year. Given the success, UAF expanded the scope of the campaign from five concentrations to ten with web development and digital marketing support.
- § From 2015-2016, we coordinated with the University of Alaska Southeast on a messaging and brand development campaign and associated digital marketing program. The campaign which showed success in generating interested leads.



Case Study— Bristol Bay Native Corporation

Relevance

We love our work with Bristol Bay Native Corporation because it is a visually stunning, culturally relevant marketing and advertising campaign that we continually optimize using research. As we would with UA, our messaging, tactics, and media strategy for BBNC are all informed by our polling to know what issues Alaskans are concerned about and which messages resonate.

Challenge

The second largest Alaska-based company, BBNC has contracted S360 as their agency of record for nearly a decade. In that time, we’ve provided a full spectrum of brand, marketing, and advertising services to elevate BBNC’s brand image and awareness and to demonstrate BBNC’s contributions to its shareholders, communities, and to the state’s economy. As our relationship has grown, so have BBNC’s marketing goals. This has allowed us to evaluate new technology, tools, and channels based on each year’s new goals and challenges.

The 2020 Campaign: BBNC is Always More Than a Corporation

BBNC is a community, driven by values and commitments, working together to invest in the Bristol Bay region and its people, land, and resources. This concept explores the values and ideals that define us—courage, community, creativity, commitment, and culture. These are

Working together to invest in our region and its people.
Working together to enrich our Native way of life.
We stand together and strive for more.
We are always more than a corporation.

BBNCONNECT.COM



among the things that BBNC stands for and embodies as a company and a community.

For those that already know BBNC, this gives us an opportunity to remind people that BBNC is more than just business as usual, that it plays a role in our communities—a role driven by its mission, shared values, and character. And for those that might not be familiar, this campaign allows BBNC to introduce themselves and share the story about how BBNC is different from other Alaska Native corporations and from the corporate universe in general.

The fully-integrated, year-long campaign is sharing the BBNC story across a broad range of channels and platforms – broadcast, radio, streaming video and audio, social, display, events, direct mail, user generated content, out of home, and merchandise. All media and creative channels are rolling out over this twelve-month period, allowing an “always on” strategy that aims to cut through the noise of an incredibly crowded media landscape. The media plan itself was designed to be as flexible as possible so we can navigate the shifting sands of the COVID-19 pandemic.

Results

Recent polling shows that the current campaign continues to boost Alaskans’ view of BBNC in a particularly grueling year. In particular, participants who saw our ads felt a stronger connection with the Bristol Bay region.

Our campaign has been applauded by other Alaska Native organizations, and the professional association of regional Alaska Native corporations is adopting our strategy in marketing moving forward.





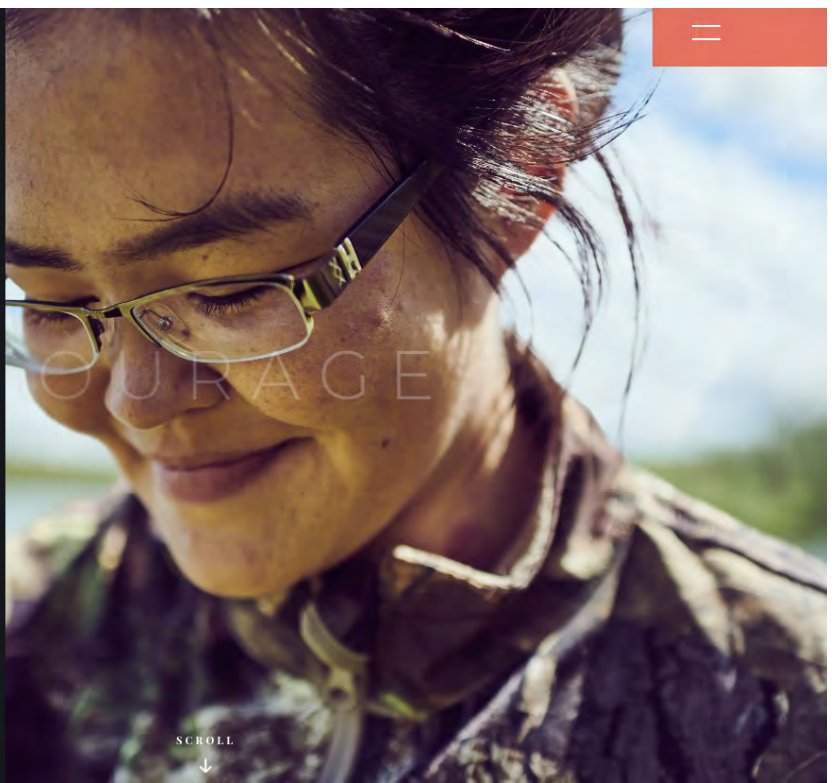
BRISTOL BAY NATIVE COMMITMENT



COMMERCE
COURAGE
CORPORATIO
CREW
COMMUNITY
CULTURE
CAPITAL
CLARITY

BRISTOL BAY NATIVE

Together, we strive for more.
Working together to invest in our future.
Working together to enrich our Native way of life.
We stand together and strive for more.
And we are always... more than a corporation.



SCROLL
↓



BRISTOL BAY NATIVE



Case Study— Idaho Next Steps

Relevance

We love our work with Next Steps Idaho because showcases a full range of S360 services (branding, creative, video production, broadcast and digital marketing and web design) in a vibrant campaign to drive college enrollment. We must understand our target audiences (student, parent, adult learners and influencers) and develop target-specific materials based on what their relationship to process. As we would for University of Alaska, we have created partner toolkits and shared those with partners and stakeholders. We do coalition management with key stakeholders across the state to ensure that they understand how to engage. Finally, we are developing a 2021 creative campaign and media strategy, designed to be post-pandemic.

The Challenge

Strategies 360's role was to take one key objective—get more Idaho students to consider and eventually enroll in post-secondary education—and figure out what tools and communications would most effectively support this goal. We developed and executed a statewide research plan; analyzed our findings in order to create the brand, developed and wrote copy for a website of college preparation resources; launched and managed a communications campaign to publicize the website (and the related Direct Admissions program), evaluated how the campaign could scale as more funding became available, and wrote and designed an outreach.

Strategies 360’s role was to take one key objective—get more Idaho students to consider and eventually enroll in post-secondary education—and figure out what tools and communications would most effectively support this goal. We developed and executed a statewide research plan; analyzed our findings in order to create the brand, developed and wrote copy for a website of college preparation resources; launched and managed a communications campaign to publicize the website (and the related Direct Admissions program), evaluated how the campaign could scale as more funding became available, and wrote and designed an outreach.

Since 2016, Next Steps has served more than 250,000 users and tens of thousands of students have submitted applications to Idaho’s public colleges and universities using the common app hosted there. The website is required training for new college and career counselors and is presented as the primary tool for helping Idaho students plan for college and careers. Owing to its success, S360 is now under contract to re-envision Next Steps as a resource for all Idahoans, expanding the brand and content to serve adult audiences in addition to students.

Over the years, the brand has continued to expand and is now the launch point for nearly all of the State Board of Education’s initiatives. In addition to the multitudes of print, digital, and broadcast collateral developed to support the main brand and website, we have extended Next Steps campaigns and additional web and outreach tools to promote:

Future Findr – An online BuzzFeed-like quiz to help

students figure out how their skills and interests might translate to a career.

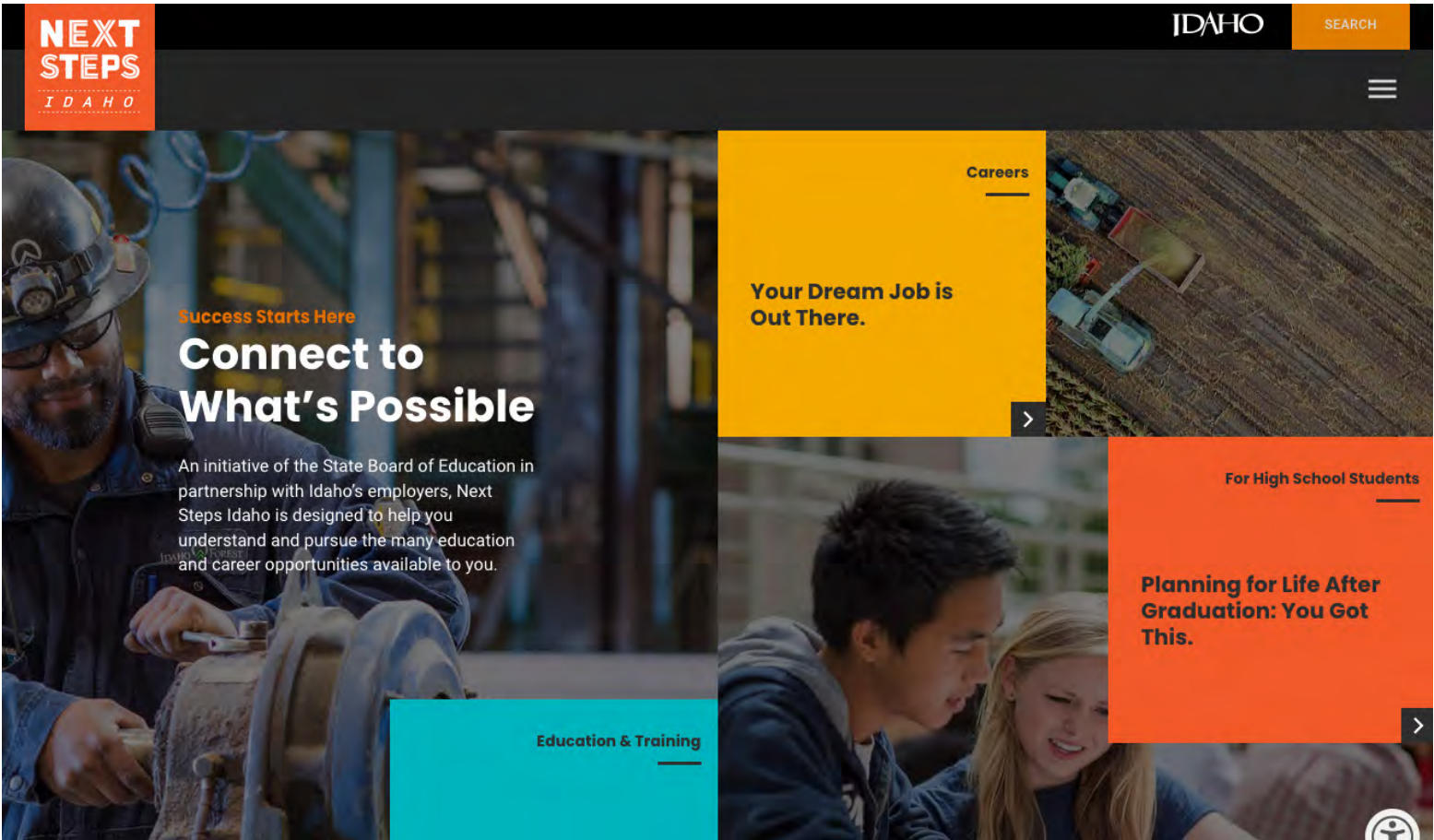
Direct Admissions – A program that proactively admits all of Idaho’s public high school seniors to one or more of Idaho’s public colleges or universities based on SAT scores and GPAs.

Apply Idaho – The state’s common application, which students can use to apply to Idaho colleges or universities for free.

It’s Not Too Late / There’s Still Time – A spring campaign aimed at reminding students that Idaho colleges and universities accept applications (largely) through July.

Next Steps Month & Take 5 – October is Next Steps month in Idaho, a time for students to reflect on their goals and take concrete steps towards their futures.

Idaho Career Information – Student activities and assessments that helps students





SEATTLE COLLEGES

Central • North • South • SVI

Case Study— Seattle Colleges

The Challenge

The Seattle Colleges is a national leader in higher education with innovative programs and phenomenal student successes to boast. Comprised of four institutions—Seattle Central College, North Seattle College, South Seattle College—it serves thousands of students and has one of the most diverse student bodies in the country.

The problem? Their impressive accomplishments were little known because they had no shared story. Rather than building equity, the schools were competing against each other. Seattle Colleges needed a solid brand strategy that elevated their common vision, a narrative that would be shared as one voice and an identity system that expressed the colleges' relationships in a blink.

The Strategy

Working with the District Chancellor, individual college presidents, and public information officers, we dug deep into the culture, vision, and aspirations of the colleges and provided them with several positioning pathways to set the stage for the ensuing visual and verbal identity work.

The Work

We worked with senior leadership to build alignment, then a new brand position and identity system were created.

The Success

Our work brought much needed clarity and energy to the District, quickly placing the Colleges on a path where they could do more together. The colleges have come together around a shared position and now have a consistent story to tell about the unique value proposition of the Seattle Colleges. There has also been an important cultural shift with the chancellor and all the college presidents who are now “living” the new brand story and bringing to life what’s different about Seattle Colleges.

Relevance

We love our work with Seattle Colleges because it showcases our brand work and coordination across a number of different institutions of higher learning.



**At Idaho Launch,
you define you.**

IDAHO
LAUNCH

Case Study— Idaho Workforce Development Center: Idaho LAUNCH

Relevance

We love our work with Idaho LAUNCH because it showcases a successful integrated campaign raising public awareness around workforce development opportunities after the onset of the pandemic in 2020. We worked with statewide targets, developed an integrated media strategy and continually optimized once we launched. Idaho LAUNCH also demonstrates our commitment to diversity in all aspects of our work and agility in production of creative assets.

Challenge

Developed to get Idaho back on its feet one person at a time, our challenge was to create a campaign encouraging unemployed Idahoans to access training & funds available to them through the CARES act.

Goals

We challenged our team to develop a program that was pragmatic, independent, relatable and imbued with a sense of guarded optimism. It was critical to create a campaign that offered partnership not promises. Our mission, drive Idahoans to a site to contact either a school or the state to access their funds.

Strategy

Through an extensive survey of potential employers, interviews, existing messaging, and unemployment data insights we shifted gears to serve a larger audience and a new media landscape.

We developed the “Idaho Launch” campaign, from brand development through campaign. The core idea was that Idaho Launch was your reset research hub and centered around a site where users could research what skills they had and how those skills paired with what Idaho employers were looking for in the current environment, then find training for skills they might be lacking and access funds to help with that training. Idahoans could also research by region, industry or educational opportunities.

Our media plan considered the most efficient access points and hyper-targeted our audience, incorporating both search, social, radio, streaming video and audio, and partner toolkits in a rolling execution that allowed optimization throughout the campaign. All efforts drove to a dynamic site developed in house and updated often as the campaign develops.

Results

In an initial multi-media campaign that lasted less than 7 weeks, we were able to draw thousands of Idahoans to the website to research options and specifically connect several hundred state residents with the Department of Labor to take advantage of CARES Act funding for career training. The campaign routinely exceeded projected engagement rates even for the harder to reach rural, Latino and male audiences in Idaho.

Scope and Services

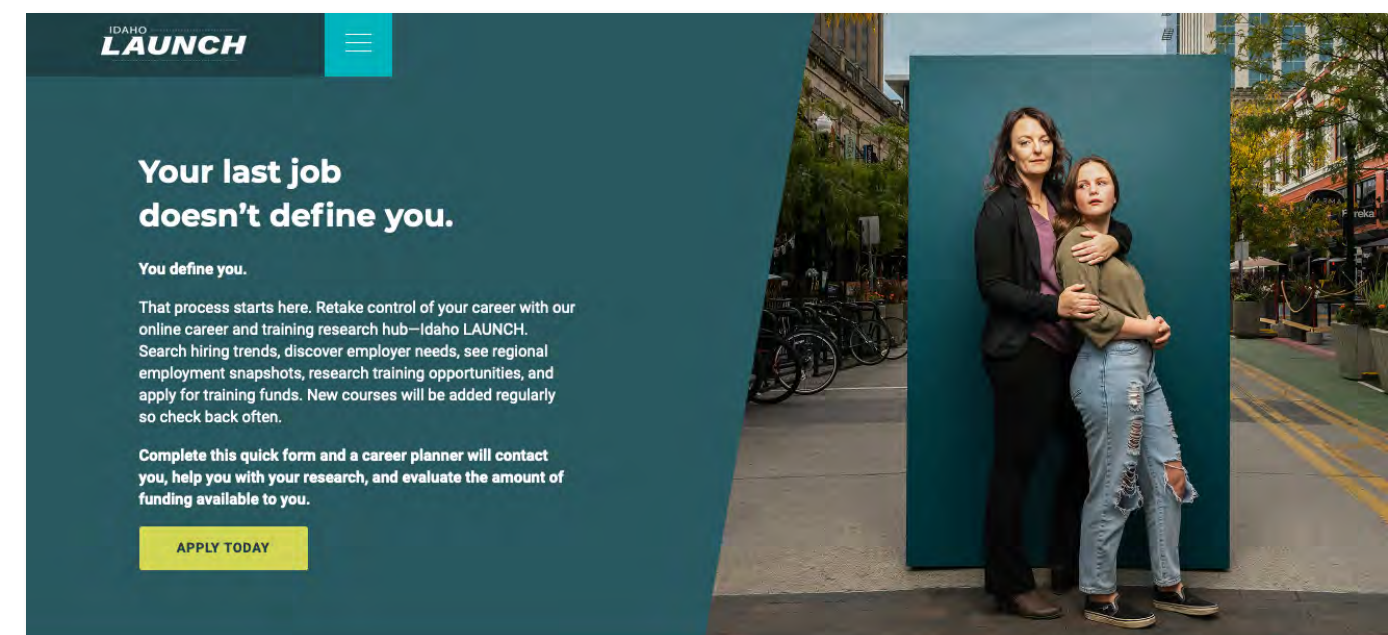
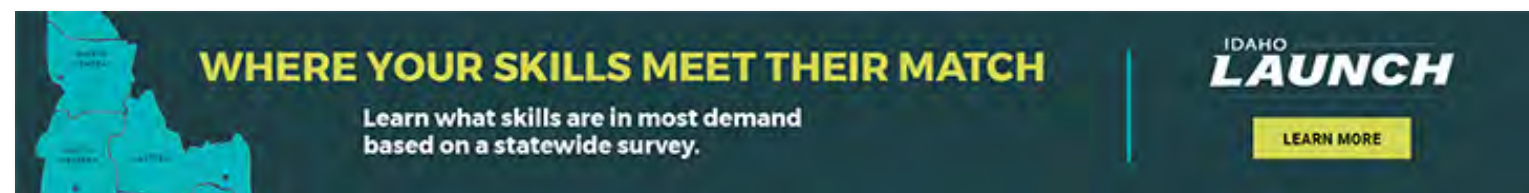
Competitive Audit
Marketing Strategy
Media Planning
Naming & Logo
Concept Development
Posters
Direct Mail
Radio
Print
Search Strategy
Social & Display Advertising
Spanish Language Creative
Development
Site Design & Development

Budget

\$290K

Duration

Ongoing



RESEARCH BY INDUSTRY

Following are the top industries actively hiring in Idaho. Click for industry insights from our recent survey.

Getting Idaho Back to Work



"Idahoans have faced much hardship this year, but we have been working hard to

Past performance

Jason Metrokin
President and CEO
Bristol Bay Native Corporation
jmetrokin@bbnc.net
907 529 8016

Idaho Workforce Development Center: Idaho
LAUNCH
Caty Colace, Outreach & Communications
Manager.
P: 208.488.7564
E: caty.solace@wdc.idaho.gov

Kim Reitmeier
Executive Director
ANCSA Regional Association
kim@ancsaregional.com
907 952 0027

Greg Loudon
Principal, Vice President, Benefits Practice
Leader.
Parker Smith & Feek
Oversees Pacific Health Coalition
Greg S. Loudon gsloudon@psfinc.com
907 229 2027

Colleen Savoie
Principal, Board of Directors, Vice President,
Account Executive
Parker Smith & Feek
Oversee Pacific Health Coalition
cmsavoie@psfinc.com
907 830 3737

Contact: Byron Yankey, College and Career
Advising Program Manager
Project: Next Steps Idaho
Client: Idaho State Board of Education
Byron.Yankey@osbe.idaho.gov
(208) 332-1596

Dr. Mike Sfraga PhD.
Director, Polar Institute // Director, Global Risk
and Resilience Program.
Mike.Sfraga@wilsoncenter.org
907 460 2344



SECTION



07

STATEMENT OF
COMPLIANCE FORM

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



C. Statement of Compliance Form


I hereby acknowledge receipt of University of Alaska Fairbanks Request for Proposals (RFP) No. 21P0043JH, and certify that this proposal conforms to the requirements of the RFP except as noted below. (If none, write "NONE".) List specific exceptions, if any, below by page, paragraph, and line references. Attach additional pages as necessary. **Do not submit Offeror's terms and conditions as blanket replacement of terms and conditions in these Proposal Documents.**

Strategies 360, Inc

Firm Name

2/23/2021

Date



Authorized Signature

CEO

Title

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



E. Representations, Certifications & Statements of Offerors

1. TYPE OF BUSINESS ORGANIZATION

The Bidder/Offeror, by checking the applicable box, represents that

(a) It operates as

- ☒ a corporation incorporated under the laws of the State of Washington
- ☐ an individual,
- ☐ a partnership,
- ☐ a nonprofit organization, or
- ☐ a joint venture; or

(b) If the Bidder/Offeror is a foreign entity, it operates as

- ☐ a corporation registered for business in the Country of _____
- ☐ an individual,
- ☐ a partnership,
- ☐ a nonprofit organization,
- ☐ or a joint venture.

2. PARENT COMPANY INFORMATION

The Bidder/Offeror by checking the applicable box, represents that

- ☒ it is independently owned and operated and it is not owned or controlled by a parent company or parent organization.
- ☐ it is not independently owned and operated; it is owned or controlled by a parent company or parent organization; and the full name and address of the Bidder/Offeror's parent company or parent organization is:
- ☐ If not independently owned and operated, the parent company or parent organization's Taxpayer Identification Number (TIN) or Employer Identification Number (E.I. No.) is

_____.

3. TAXPAYER IDENTIFICATION

(a) Definitions

- (1) "Common parent," as used in this solicitation provision, means a Bidder/Offeror that is a member of an affiliated group of corporations that files its Federal income tax returns on a consolidated basis.
- (2) "Corporate status," as used in this solicitation provision, means a designation as to whether the Bidder/Offeror is a corporate entity, an unincorporated entity (e.g., sole proprietorship or partnership), or a corporation providing medical and health care services.
- (3) "Taxpayer Identification Number (TIN)," as used in this solicitation provision, means the number required by the IRS to be used by the Bidder/Offeror in reporting income tax and other returns.

(b) The Bidder/Offeror is required to submit the information required in paragraphs (c) through (e) of this provision in order to comply with reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M and implementing regulations issued by the Internal Revenue Service (IRS). If the resulting contract is subject to reporting requirements described in 4.902(a), the failure or refusal by the Bidder/Offeror to furnish the information may result in a 20 percent reduction of payments otherwise due under the contract.

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



(c) Taxpayer Identification Number (TIN) of Bidder/Offeree:

(Bidder/Offeree is required to fill all appropriate blank(s) and/or check all applicable statement(s).)

☒ TIN: 91-1304555

☐ TIN has not been applied for.

☐ TIN is not required because: _____

☐ Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the U.S. and does not have an office or place of business or a fiscal paying agent in the US.

☐ Offeror is an agency or instrumentality of a state or local government.

☐ Other. Explain basis _____

(d) Corporate Status of Bidder/Offeree:

(Bidder/Offeree is required to check all applicable statement(s).)

☐ Corporation providing medical and health care services, or engaged in the billing and collecting of payments for such services

☐ Other corporate entity

☐ Not a corporate entity

☐ Sole proprietorship

☐ Partnership

☐ Hospital or extended care facility described in 26 CFR 501(c)(3) that is exempt from taxation under 26 CFR 501(a)

(e) Common Parent:

(Bidder/Offeree is required to fill all appropriate blank(s) and/or check all applicable statement(s).)

☐ Bidder/Offeree is not owned or controlled by a common parent as defined in paragraph (a) of this clause.

☐ Name and TIN of Bidder/Offeree's common parent:

Name: _____

TIN: _____

(f) If the Bidder/Offeree is a Joint Venture, the Bidder/Offeree shall make copies of this representation and complete one for each entity in the venture. Each copy of the representation must be marked to identify the venturer to which it applies. Bidder/Offeree shall specify here the names and full addresses of the entities which make up the joint venture, if applicable.

☐ Joint Venture consists of:
(Bidder/Offeree must list name and address of all entities)
(Attach additional sheet(s) if necessary.)

4. CONTINGENT FEE REPRESENTATION AND AGREEMENT

(Note: The offeror must check the appropriate boxes. For interpretation of the representation, including the term "bona fide employee," see Subpart 3.4 of the Federal Acquisition Regulations.)

(a) Representation. The offeror represents that, except for full-time bona-fide employees working solely for the offeror, the offeror:

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



- (1) () has, () has not employed or retained any person or company to solicit or obtain this contract; and
- (2) () has, () has not paid or agreed to pay to any person or company employed or retained to solicit or obtain this contract any commission, percentage, brokerage, or other fee contingent upon or resulting from the award of this contract.

(b) Agreement. The offeror agrees to provide information relating to the above Representation as requested by the University, particularly when subparagraph (a) (1) or (a) (2) is answered affirmatively.

5. AUTHORIZED NEGOTIATORS.

The offeror represents that the following persons are authorized to negotiate on its behalf with the University in connection with this solicitation: (List names, titles, telephone numbers of the authorized negotiators).

6. PERIOD FOR ACCEPTANCE OF OFFER.

In compliance with the solicitation, the offeror agrees, if this offer is accepted within 180 calendar days (unless a different period is inserted by the offeror) from the date specified in the solicitation for receipt of offers, to furnish any or all items on which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the solicitation.

7. PLACE OF PERFORMANCE.

(a) The offeror, in the performance of any contract resulting from this solicitation, () intends, () does not intend (check applicable block) to use one or more plants or facilities located at a different address from the address of the offeror or quoter as indicated in this offer.

(b) If the offeror checks "intends" in paragraph (a) above, he (she) shall insert in the spaces provided below the required information:

Place of Performance (Street Address, City, Name and Address of Owner and Operator

County, State, Zip Code)

of the Plant or Facility if other than Offeror

745 W 4th Avenue Suite 400

Anchorage, AK 99501

8. SMALL BUSINESS CONCERN REPRESENTATION

The offeror represents and certifies as part of its offer that it () is, () is not a small business concern and that () all, () not all end items to be furnished will be manufactured or produced by a small business concern in the United States, its territories or possessions, Puerto Rico or the Trust Territories of the Pacific Islands. "Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the size standards specified elsewhere in this solicitation. (See PROPOSAL TRANSMITTAL FORM.)

9. SMALL DISADVANTAGED BUSINESS CONCERN REPRESENTATION

(a) The offeror represents that it () is, () is not a small disadvantaged business concern.

(b) Definitions.

"Asian-Indian American," as used in this provision means a U.S. citizen whose origins are in India, Pakistan, or Bangladesh.

"Asian-Pacific American," as used in this provision means a U.S. citizen whose origins are in Japan, China, the Philippines, Vietnam, Korea, Samoa, Guam, the U.S. Trust Territory of the Pacific Islands, the Northern Mariana Islands, Laos, Cambodia, or Taiwan.

"Native Americans," as used in this provision, means U.S. citizens who are American Indian, Eskimo, Aleut, or native Hawaiian.

"Small business concern," as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121.

"Small disadvantaged business concern," as used in this provision means a small business concern that is (1) at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or a publicly owned business having at least 51 percent of

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



its stock owned by one or more socially and economically disadvantaged individuals or (2) has its management and daily business controlled by one or more such individuals.

(c) Qualified Groups. The offeror shall presume that socially and economically disadvantaged individuals include: Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans, and other individuals found to be qualified by the U.S. Small Business Administration under 13 CFR 124.1.

10. WOMAN-OWNED SMALL BUSINESS REPRESENTATION

(a) Representation. The offeror represents that it () is, () is not a woman-owned small business concern.

(b) Definitions. "Small business concern," as used in this provision, means a concern including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121.

"Woman-owned," as used in this provision, means a small business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

11. PREVIOUS CONTRACTS AND COMPLIANCE REPORTS

The Contractor represents that:

(a) It () has () has not participated in a previous contract or subcontract subject to the Equal Opportunity clause of this solicitation the clause originally contained in Section 310 of Federal Executive Order No. 10925, or the clause contained in Section 201 of Federal Executive Order No. 1114

(b) It () has () has not, filed all required compliance reports; and

(c) Representations indicating submission of required compliance reports, by proposed subcontractors, will be obtained before subcontract awards.

12. CERTIFICATION OF NONSEGREGATED FACILITIES

(a) "Segregated facilities," as used in this provision, means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, or national origin because of habit, local custom, or otherwise.

(b) By submission of this offer, the Bidder/Offeror certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The Bidder/Offeror agrees that a breach of this certification is a violation of the Equal Opportunity clause in the contract.

(c) The Bidder/Offeror further agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) it will--

- (1) Obtain identical certifications from proposed subcontractors before the award of subcontracts under which the subcontractor will be subject to the Equal Opportunity clause;
- (2) Retain the certifications in the files; and
- (3) Forward the following notice to the proposed subcontractors (except if the proposed subcontractors have submitted identical certifications for specific time periods):

NOTICE TO PROSPECTIVE SUBCONTRACTORS OF REQUIREMENT FOR CERTIFICATIONS OF NONSEGREGATED FACILITIES.

A Certification of Nonsegregated Facilities must be submitted before the award of a subcontract under which the subcontractor will be subject to the Equal Opportunity clause. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semi-annually, or annually).

NOTE: The penalty for making false statements in bids/offers is prescribed in 18 U.S.C.1001.

13. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS-LOWER TIER COVERED TRANSACTIONS

The Contractor assures that neither it nor any of its principals is presently debarred, suspended, proposed for debarment, or declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency. The Contractor agrees to insert this provision in lower tier covered transactions in accordance with federal rules and regulations implementing Executive Order

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



12549, the Government-Wide Common Rule for Non-Procurement Debarment and Suspension, and Federal Acquisition Regulations (FAR), 48 CFR Subpart 9.4.

14. CLEAN AIR AND WATER CERTIFICATION

(This provision is applicable if the contract amount exceeds \$100,000.)

(a) The Contractor shall comply with all applicable standards, orders or requirements issued under section 306 of the Clean Air Act (42 U.S.C.1857(h)), section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11738, and EPA regulations (40 CFR Part 15) which prohibit the use by federal contractors or grant recipients, of facilities which are included on the Environmental Protection Agency (EPA) List of Violating Facilities.

(b) The Contractor warrants that any facilities to be used in the performance of this contract are not listed on the EPA List of Violating Facilities.

(c) The Contractor will include a provision substantially the same as this, including this paragraph (c) in every non-exempt subcontract.

15. ANTI-KICKBACK PROVISIONS

(a) The Contractor assures that regarding this contract, neither the Contractor, nor any of its employees, agents, or representatives has violated the provisions of the "Anti-Kickback" Act of 1986 (41 USC 51-58) which is incorporated by reference and made a part of this contract.

(b) The Contractor warrants that neither the Contractor nor any of its representatives has been required, directly or indirectly as an express or implied condition in obtaining or carrying out this contract, to employ or retain, any organization or person or to make a contribution, donation or consideration of any kind.

16. EQUAL EMPLOYMENT OPPORTUNITY AND NON-DISCRIMINATION

By submitting this offer, the Bidder/Offeree agrees to comply with all applicable State and Federal rules governing Equal Employment Opportunity and Non-Discrimination, including, but not limited to: Title VI of the Civil Rights Act of 1964 (P.L.88-352), E.O.11246 (EEO), E.O. 11625 (EEO), 41 CFR 60 (EEO) (Discrimination). The Bidder/Offeree agrees to include this provision in all subcontracts.

17. ASSURANCE OF FEDERAL COMPLIANCE BY THE CONTRACTOR

(This representation is applicable only if the Bidder/Offeree is an educational institution, hospital, or other non-profit organization.)

By submitting this offer, a Bidder/Offeree assures that if the primary source of funding for this solicitation is Federal, the requirements of OMB Circular A-21 or Circular A-110, as applicable, shall be complied with by the Contractor and its subcontractors.

18. CERTIFICATE OF INDEPENDENT PRICING AND PLEDGE TO REFRAIN FROM ANTICOMPETITIVE PRACTICES

By submitting this offer, the Bidder/Offeree certifies that its prices were independently arrived at and without collusion. Penalties for participation in anticompetitive practices are prescribed in AS 36.30, and include, but are not limited to, rejection of the offer, suspension, debarment, civil and/or criminal prosecution.

19. PENALTY FOR FALSE STATEMENTS

(a) The penalty for false statements or misrepresentations in connection with matters relating to University of Alaska procurements or contracts is prescribed in AS 36.30.687. "Misrepresentation," as used here means a false or misleading statement of material fact, or conduct intended to deceive or mislead concerning material fact, even though it may not succeed in deceiving or misleading.

(b) The penalty for making false statements in bids or offers relating to federal procurement matters is prescribed in 18 U.S.C. 1001.

20. CERTIFICATION OF PROCUREMENT INTEGRITY

By submitting its bid/offer, the Bidder/Offeree certifies it has no knowledge of any violation of any provisions of or regulations implementing the Office of Federal Procurement Policy Act (41 U.S.C. 423) applicable to activities related to this bid/offer by any of its officers, employees, agents, or representatives covered by that Act.

21. DRUG FREE WORKPLACE

To the extent that any facilities, equipment, vessel or vehicle to be provided under this bid/offer is to be used as a place of work by University of Alaska employees, the Bidder/Offeree certifies that it does and will maintain such place of work as a drug free workplace in compliance with the Drug Free Workplace Act of 1988 (P.L. 100-690) subject to all the sanctions and penalties in that Act. To this end the Bidder/Offeree represents that it is in compliance with the requirements of the clause prescribed by the Federal Acquisition Regulations (FAR) 52.223-5. (A copy of the FAR 52.223-5 clause is available from the office issuing this solicitation upon request.)

22. BIDDER/OFFEROR CERTIFICATION AND REPRESENTATION SIGNATURE

PROCUREMENT & CONTRACT SERVICES REQUEST FOR PROPOSALS NO. 21P0043JH



(a) The bidder/offeror certifies that it is entitled to the procurement preferences indicated below. Bidder/offeror shall list the items to which each product preference applies in the blank spaces following each indicated product preference.

(1) Bidder Preference

- ☐ 5% Alaska Bidder Preference (AS 36.30.321(a))
- ☐ 15% Alaska Employment Program Preference (AS 36.30.321(b))
- ☐ 5% Alaska Domestic Insurer Preference (AS 36.30.321(c))
- ☐ 10% Disability Preference (AS 36.30.321(d))
- ☐ 5% (NTE \$5,000) Alaska Veteran Preference (AS 36.30.321(f))

(2) Product Preference

- ☐ 3% Class I Alaska Product Preference, (AS 36.30.332)
Items: _____
- ☐ 5% Class II Alaska Product Preference, (AS 36.30.332)
Items: _____
- ☐ 7% Class III Alaska Product Preference, (AS 36.30.332)
Items: _____
- ☐ 5% Recycled Product Preference, (AS 36.30.339)
Items: _____

(b) The bidder/offeror represents that it is entitled to claim said preferences in accordance with the provisions of Alaska Statute 36.30 State Procurement Code. (Also see INSTRUCTIONS TO BIDDERS.)

(c) The bidder/offeror acknowledges and agrees that if a proposed procurement under this solicitation is supported by federal funding, AS 36.30 bidder and product preferences are not applicable and shall not be considered in evaluation of bids/offers.

23. BIDDER/OFFEROR CERTIFICATION AND REPRESENTATION SIGNATURE

By signing below, the Bidder/Offeror represents that all of its statements, certifications, and representations, and other information supplied herein are true and correct as of the date of submittal of this bid/offer.

AUTHORIZED SIGNATURE: _____ Date: 2/23/2021

BIDDER/OFFEROR: Strategies 360, Inc 1505 Westlake Ave N Suite 1000, Seattle, WA 98109
(Type or Print Company Name and Address of Bidder/Offeror)

SECTION



08

REPRESENTATIONS CERTIFICATIONS, AND STATEMENTS OF OFFERORS



UNIVERSITY
of ALASKA
Many Traditions One Alaska

UA PUBLIC AWARENESS CAMPAIGN

REQUEST FOR PROPOSAL NO. 21P0043JH

Dated: February 4, 2021

AMENDMENT NO. 1

Dated: February 18, 2021

ISSUED TO:

All Prospective Offerors

ISSUED BY:

University of Alaska
Procurement and Contract Serv.
PO Box 757940
Fairbanks, AK 99775-7940

The following are UA's answers to questions received from potential offerors regarding the above referenced solicitation:

- 1.1 **QUESTION:** Please clarify the question deadline and submittal deadline for the solicitation

ANSWER: *The deadline for questions is February 22, 2021 5:00 p.m. AST and the submittal deadline is February 25, 2021 5:00 p.m. AST*

- 1.2 **QUESTION:** Can you provide more information on the "other ongoing campaigns including the teacher education and industry sector report campaigns" referenced in the scope of work?

ANSWER: *The University is dedicated to promoting the teaching profession and the quality teacher education programs offered throughout the UA system. The communications campaign includes three distinct efforts: developing a website that serves as a portal for education programs; a social media effort including working with influencers to amplify messaging; and, a media relations campaign to create awareness through editorial coverage of the university's teacher education programs. The web portal is the first phase and is nearly complete. The other two efforts are just getting underway.*

Information about the industry reports can be found at <https://www.alaska.edu/news/system/workforce-development-reports-highlight-economic-successes.php>.



UNIVERSITY
of ALASKA
Many Traditions One Alaska

The system office of Public Affairs is working with the Workforce Development Office to create awareness about these reports and the information contained in each. The communication effort includes outreach to industry and other organizations interested in Alaska's workforce to show how university programs and graduates are directly linked to jobs in Alaska industries.

1.3 QUESTION: Can you clarify what is meant by "co-leaders" in the coalition deliverable?

ANSWER: The University would like to create a more organized advocacy effort led by community advocates who would promote the university. One option might be to identify key community leaders who would agree to create a coalition of advocates and lead an effort to support the university.

1.4 QUESTION: What types of "events" and "major special opportunities" are you looking for given the pandemic restrictions?

ANSWER: With social distancing and other COVID restrictions in mind, the university is looking for creative ideas that underscore or exemplify its mission to educate Alaskans or serve as a good community partner. Those proposed ideas could be the creative use of existing university assets including faculty, and might need to be conducted virtually.

Agencies are encouraged to exercise creativity in presenting options that would draw public attention to the university and possible participation, and to keep in mind that potential donors could be interested in giving to specific major opportunities. This is also an opportunity to link the public awareness campaign to advocacy, teacher education and/or workforce development efforts or may be specific to the philanthropic effort underway.

All other terms, conditions, and specifications of the original Request for Proposals, including the submittal deadline of February 25, 2021. 5:00 p.m. AST, remain unchanged.

University of Alaska Fairbanks,

DocuSigned by:
A handwritten signature in black ink that reads "John Hebard".

D4EB1237801044B...
John A. Hebard, C.P.M.

Director of Procurement and Contract Services



UNIVERSITY
of ALASKA
Many Traditions One Alaska

The Amendment becomes part of the Request for Proposal and modifies the original RFP document. This Amendment shall be acknowledged by signing below and returning it by mail prior to the submittal deadline, or by indicating acknowledgment on your proposal cover sheet.

ACKNOWLEDGEMENT

Strategies 360, Inc
Company Name

[Signature]
Authorized Signature and Date

Ron Dotzauer, CEO
Name and Title (Print or Type)



UNIVERSITY
of ALASKA
Many Traditions One Alaska

UA PUBLIC AWARENESS CAMPAIGN

REQUEST FOR PROPOSAL NO. 21P0043JH

Dated: February 4, 2021

AMENDMENT NO. 2

Dated: February 22, 2021

ISSUED TO:

All Prospective Offerors

ISSUED BY:

University of Alaska
Procurement and Contract Serv.
PO Box 757940
Fairbanks, AK 99775-7940

The following are UA's answers to questions received from potential offerors regarding the above referenced solicitation:

- 2.1 QUESTION:** Are both campaigns (social media and media relations) being conducted in-house by University staff? If not, who has been contracted outside the University to undertake these campaigns?

ANSWER: *The website, social/digital, and media relations efforts related to the Teacher Education campaign is being coordinated by Thompson & Co. The agency was selected to work with the University on this campaign in December. The industry reports communication effort is being handled in-house. Additionally, each university is coordinating its own enrollment marketing and communications effort.*

- 2.2 QUESTION:** What specific social media channels are these being pushed through - IE Facebook accounts, Instagram, Twitter, etc. There are dozens of accounts associated with various institutions within the University and it's difficult to identify which is being used for this effort.

ANSWER: *As answered previously, components of, and platforms for these efforts [social/digital media/media relations] have not yet been defined. The social/digital and media relations portions of the campaign will roll out in March/April 2021. coverage of the university's teacher education programs. The web portal is the first phase and is nearly complete. The other two efforts are just getting underway.*

All other terms, conditions, and specifications of the original Request for Proposals, including the submittal deadline of February 25, 2021. 5:00 p.m. AST, remain unchanged.



UNIVERSITY
of ALASKA
Many Traditions One Alaska

University of Alaska Fairbanks,

DocuSigned by:
John Hebard

John A. Hebard, C.P.M.

Chief Procurement Officer

The Amendment becomes part of the Request for Proposal and modifies the original RFP document. This Amendment shall be acknowledged by signing below and returning it by mail prior to the submittal deadline, or by indicating acknowledgment on your proposal cover sheet.

ACKNOWLEDGEMENT

Strategies 360, Inc
Company Name


Authorized Signature and Date

Ron Dotzauer, CEO
Name and Title (Print or Type)

SECTION



09

AMENDMENTS



UA PUBLIC AWARENESS CAMPAIGN

REQUEST FOR PROPOSAL NO. 21P0043JH

Dated: February 4, 2021

ISSUED TO:

All Prospective Offerors

AMENDMENT NO. 3

Dated: February 22, 2021

ISSUED BY:

University of Alaska
Procurement and Contract Serv.
PO Box 757940
Fairbanks, AK 99775-7940

The following are UA's answers to questions received from potential offerors regarding the above referenced solicitation:

3.1 QUESTION: How will success for this campaign be measured?

ANSWER: *Proposals should include how the success of the proposed campaign will be measured. Understanding that success can be somewhat difficult to measure, the annual polling should show an increasing level of public support for UA. The amount of media coverage also has been a tool when measuring success. Ultimately, we anticipate that the campaign will result in increased enrollment and philanthropic giving, which will prove the ultimate measure of success of the campaign.*

3.2 QUESTION: Will the same budget be available for subsequent years if the relationship is renewed?

ANSWER: *This has not yet been determined.*

3.3 QUESTION: Is there a preference for a local or Alaska-based agency for this work?

ANSWER: *There is no preference for an Alaska-based firm other than the mandated Alaska Bidders Preference described on RFP page 31. This preference is only applied to the price ranking.*

3.4 QUESTION: Do you have a list of collateral to be developed for this campaign?

ANSWER: *No, not for the public awareness campaign. However, the UA Foundation has collateral developed for the philanthropic campaign. The industry reports and a*



campaign PowerPoint serve as the collateral for the industry report communications effort. The link to the industry reports was provided previously.

- 3.5 QUESTION:** Are there existing relationships with leaders in tourism, seafood marketing, etc that can be leveraged for this campaign?

ANSWER: Yes, but a proposer may have its own contact in these industries that may supersede university contacts.

- 3.6 QUESTION:** Have you already collected stories about university alumni, or will that be a part of this scope for this project?

ANSWER: Stories are continually being collected including for a series called "Did You Know ..." that details university alumni and programmatic successes [www.alaska.edu/news/did-you-know]. Additionally, each university alumni office collects and publishes alumni success stories.

- 3.7 QUESTION:** When is the philanthropic campaign expected to launch?

ANSWER: The public phase launches March 25, 2021.

- 3.8 QUESTION:** Will the winning agency be working with other agencies and partners (leading the teacher education and industry support campaigns)?

ANSWER: There will be overall coordination and project management to ensure alignment.

- 3.9 QUESTION:** Who are the core audiences for this campaign?

ANSWER: Primarily, the Alaska public, key opinion/community/industry leaders, lawmakers, media, alumni, donors, and potential students/parents of students.

- 3.10 QUESTION:** When was the last time a statewide poll like this was conducted?

ANSWER: 2018

- 3.11 QUESTION:** What contacts are available for the statewide poll?



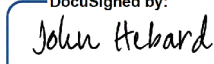
ANSWER: *Each proposal must outline how it will provide for the annual poll including the team that will conduct the poll.*

3.12 QUESTION: What research exists to support this initiative?

ANSWER: *The RFP clearly states that annual polling is a required element to develop and fine tune the campaign's messaging and strategy.*

All other terms, conditions, and specifications of the original Request for Proposals, including the submittal deadline of February 25, 2021. 5:00 p.m. AST, remain unchanged.

University of Alaska Fairbanks,


DocuSigned by:

D4EB1237801044B...
John A. Hebard, C.P.M.
Chief Procurement Officer

The Amendment becomes part of the Request for Proposal and modifies the original RFP document. This Amendment shall be acknowledged by signing below and returning it by mail prior to the submittal deadline, or by indicating acknowledgment on your proposal cover sheet.

ACKNOWLEDGEMENT

Strategies 360, Inc

Company Name



Authorized Signature and Date

Ron Dotzauer CEO

Name and Title (Print or Type)