

Proposal for Strategic Communications Services

Prepared for AIMS K-12 College Prep Charter District

August 23, 2019

Submitted by:



KOS READ GROUP



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Maya Woods-Cadiz
Superintendent
American Indian Model Schools (AIMS)
171 12th Street
Oakland, CA 94607

Dear Supt. Woods-Cadiz:

It is an honor to submit for your consideration the attached proposal for strategic communications services to AIMS. These are challenging yet exciting times in Oakland public education. To navigate them successfully on behalf of the current, future, and even past students and families of AIMS, as well as the broader community, will require strategic and effective communications. Kos Read Group, Inc. (KRG) is the right partner to help for the following reasons detailed in this proposal:

- 🔗 ***KRG will be a partner to AIMS:*** We are a boutique firm that goes deep with clients, becoming a partner and extension of your in-house teams and leadership. We can help AIMS roll out its new, forward-looking identity while helping you develop your leadership voice in a way that complements the school and benefits the families and students you are seeking to serve.
- 🔗 ***KRG is deeply rooted in Oakland:*** We are Oakland-based and Oakland-focused. Every one of our team members lives in Oakland. We serve on boards, volunteer here, and have our kids in the public schools. We are deeply connected and committed to civic life, including the business community, nonprofit organizations, labor, and grassroots community organizations. This is our beloved community. We don't just work here, we live and thrive here, and are ready to apply our deep understanding on behalf of AIMS.
- 🔗 ***KRG will deliver Results that Matter:*** AIMS does not need more “likes” or “eyeballs” on its materials for fun or ego—what you need are the resources that will help your students and families continue to thrive. Getting there requires more support from the district, renewal of your charter in 2021, and continued enrollment and fundraising increases, as well as improved facilities. All of these items require compelling strategic communications across all platforms, from digital presence to powerful print materials the walls of buildings such as flyers sent home to parents and banners hanging on your walls. KRG has a proven track record of delivering such cross-platform campaigns that support strategic outcomes.

Thank you in advance for your consideration of this proposal. We look forward working together.

Respectfully,

Isaac Kos-Read
President

INTRODUCTION & PROPOSED SCOPE

Oakland public education is at a crossroads. After years of embracing charters and watching them grow and thrive with early successes, today, charter schools are under attack. Though it is a national effort, the push back in Oakland is particularly stark. Some of that pushback is valid, calling upon charters to improve their quality and equity, as well as do a better job of communicating their positive impact on balance. Some of the pushback is unfair and even absurd, part of an ideological push that has less to do with student achievement and more to do with special interests. In the middle of it all is our superintendent, backed by the Community of Schools board policy and many reasonable organizations pushing for quality for all kid—independent of school governance.

AIMS is also facing an important, challenging, and dynamic moment. On the one hand, its three schools continue to receive positive acclaim for their equity and quality while producing results, with everything from strong athletics to super strong academics, AIMS owns one of its buildings, and together with its superintendent has decades of experience in Oakland. On the other hand, the illegal actions of the school's founder still loom over its brand, adding fuel to the anti-charter fire, and like any public school, you still have quality and equity challenges you're seeking to improve upon. And in just two short years, you will have to seek renewal of your charter, and hope to be doing so in a favorable environment that will allow you to thrive, not a hostile one that will make it hard to even just survive.



The good news is that you are taking the right steps to navigate this challenging landscape, rebranding, investing in an in-house communications person, and seeking outside support to assist.

Kos Read Group, Inc. (KRG) is ready to help. Since the beginning of our founders' career in communications and public affairs 20 years ago, and since the inception of KRG five years ago, we have been focused on supporting responsible and high-quality, classroom-based charter schools. We know public education issues, we know education marketing, and we know Oakland. We look forward to getting to know AIMS better and, together, charting a successful path for your families and students, both of our organizations, and for Oakland.


We would be honored, excited, and proud to work with AIMS. The remainder of this proposal offers up a proposed scope of work, additional background on KRG, and proposed timeline and budget.

Proposed Scope of Work

There are various streams of work that we discussed in our initial meeting and which we think we could add value for AIMS. These include, but are not necessarily limited to, the following:

-  **Rolling out the new AIMS brand:** The move to rename and rebrand from American Indian Model Schools to AIMS College Prep is a smart and big one. We know how to lead civic rebranding efforts like this—we did this for Enroll Oakland Charters when it shifted to EnrollOak.org and then Enroll Oakland; we did this for the San Francisco Estuary Institute/Aquatic Science Center when it shifted to SFEI. We developed the digital and hard-copy collateral to support the strategy, in both cases supporting the organizations' shifts to increase funding and participation in their programs. We would support on overall strategy, support development of copy and graphics, and assist in executing a social, earned, and paid media strategy, as well as support school community and family engagement.
-  **Developing a compelling leadership voice for AIMS' superintendent:** One of our strongest areas is in helping develop and promote thought leaders in the civic arena. When in-house with the Port of Los Angeles, our founder helped the first female PhD leader of the largest port in the Western Hemisphere contribute to national transportation policy by writing blogs and delivering keynotes. While working with the Port of Oakland and Oakland Unified

School District, our founder helped their respective leaders develop strong leadership voices both internally and externally related to goods movement and education issues. We would propose working closely with Supt Woods-Cadiz to help develop key messages, optimal channels, and then develop and execute a thought leader campaign through social and traditional media, as well as trade publications and educational and regional forums.

 **Improving overall ROI for AIMS communications and marketing:** In addition to the rebranding roll-out, AIMS will need support engaging families to market and grow its following, especially to targeted underserved groups. Similarly, AIMS needs to have compelling public communications to help build the case for both renewal and access to facilities and funding through OUSD, ACOE, and the state. KRG will support both areas as an extension of AIMS in-house communications and marketing team.


We would expect this work to unfold according to the following timeline:


Month	Key Action Item
September	<ol style="list-style-type: none"> 1. Kick-off meeting 2. Inventory of assets and identification of collateral needs 3. Development, initial presentation, and refinement of comms plan and assets
October	<ol style="list-style-type: none"> 4. Training of key spokespeople 5. Roll-out of comms plan as part of back-to-school campaign, targeting AIMS school community, alumni, staff, etc. 6. Initial weekly meetings (team and Supt.)
November	<ol style="list-style-type: none"> 7. Begin civic engagement with initial speaker series 8. Public rollout with earned, paid, and social media campaign 9. Coordinate at least one OUSD/state policy-related communications engagement 10. Continue weekly meetings (alternating team and Supt.) 11. Develop marketing materials for enrollment
December	<ol style="list-style-type: none"> 12. Launch of marketing campaign as part of enrollment launch 13. Move to ongoing bi-weekly meeting structure
January	<ol style="list-style-type: none"> 14. Evaluate initial 3-4 months of communications engagement to refine and improve with new year messaging
February-May	<ol style="list-style-type: none"> 15. Relaunch integrated marketing and communications campaign as part of the new year and enrollment deadline push 16. Maintain bi-weekly meeting structure 17. Support weekly social media 18. At least one Superintendent/leadership communications engagement per month
May-June	<ol style="list-style-type: none"> 19. Evaluate and prepare Year 2 strategy with recognition of the important November 2020 election

We believe that this initial 10-month proposed scope would help catapult AIMS forward toward renewal in the 2020-2021 fiscal and school year, position it for support from local, regional, and state leaders, and ensure continued success in enrollment and grant funding efforts. The balance of this proposal offers additional background on Kos Read Group, Inc. (KRG), including results, references, clients, team members, and offers a proposed term and investment for this engagement.

RESULTS & REFERENCES

In addition to these recent client references, additional information and testimonials can be found on our website at: <https://www.kosreadgroup.com/results>.

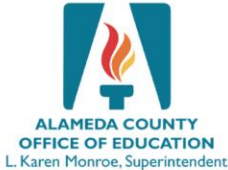
Client	Educate78 <i>Funding and advocating for Oakland public education reform.</i>
Results that Matter	 Transformed the advocacy and communications strategy of a small nonprofit organization into a citywide powerhouse that is trailblazing the future of Oakland public education.
Reference Name & Contact Info	Gloria Lee, CEO Educate78 Impact Hub Oakland 2323 Broadway, Oakland, CA 94612 E-mail: glee@educate78.org Mobile: 415-999-7180

Client	Enroll Oakland <i>Helping parents choose the best Oakland public schools for their children</i>
Results that Matter	 Developed and led the marketing and communications programs for the second and third year of the organization that have led to over 10 million impressions and double digit percentage increases in on-time applications, meeting or exceeding the strategic goals of the organization, including building the first-ever co-branded campaign with OUSD that increased participation in school choice from Oakland's hardest to reach communities.
Reference Name & Contact Info	Luis Rodriguez, Executive Director Enroll Oakland 1050 West Grand Ave., Oakland, CA 94607 E-mail: luis.rodriguez@enrolloak.org Office: 510-454-9362

Client	Oakland Metropolitan Chamber of Commerce <i>The leading business organization in the City of Oakland.</i>
Results that Matter	 Developed a renewed public policy, advocacy, lobbying, and public affairs program that helped increase membership and the impact of both the public policy and political activities of the Chamber.
Reference Name & Contact Info	Barbara Leslie, CEO Oakland Metropolitan Chamber of Commerce 1333 Broadway, Plaza-100, Oakland, CA 94612 E-mail: bleslie@oaklandchamber.com Office: 510-874-4800

CLIENTS

Kos Read Group, Inc. (KRG) has had the honor of working with the following clients, past and current:



BACKGROUND ON OUR TEAM



Isaac Kos-Read, President & Founder, has nearly 20 years of experience in public affairs and strategic communications in California serving nonprofit organizations, governments, and businesses motivated by civic good. After earning dual degrees in economics and Latin American Studies at Stanford and completing a Fulbright scholarship in Mexico, Isaac began his career as a lobbyist at the state and federal levels of government, securing funding and improved public policy for clients such as the Oakland Zoo and the City of Oakland under Mayor Jerry Brown. In 2009, he became the first head of government affairs for the Port of Los Angeles under Mayor Antonio Villaraigosa, securing more federal stimulus funding than any other port in the country. He returned to his adopted hometown in 2011 to serve the Port of Oakland as the Director of External Affairs, overseeing communications,

community relations, and government affairs for the seaport, airport, and waterfront. In 2014 he launched Kos Read Group, Inc. to help civic-minded organizations communicate and advocate for results that matter—more funding, better public policy, and overall improvements to their communities.



Taraneh Arhamsadr, VP, Communications, has 13 years of diverse experience in communications, media relations, and outreach, focused primarily on environmental and social issues and public works projects. She earned her B.A. in Environmental Studies from the University of California, Irvine and her Masters in Public Administration with a focus on Environmental Policy from San Francisco State University. Early in her career, Taraneh worked in Southern California public affairs, where she had the chance to engage in public outreach efforts for projects ranging from Orange County's Groundwater Replenishment System and Stormwater Program, to Iberdrola Renewables Tule Wind project in San Diego County, to the California High Speed Rail Project. She went on to serve as on-staff communications lead for

environmental nonprofits including Rising Sun Energy Center, the David Brower Center, and As You Sow, as well as providing strategic communications consulting for Children & Nature Network and New Dream. Most recently, Taraneh headed up communications for a leading public education advocacy organization in the Bay Area.



Morgan Rothenbaum, Client Manager, graduated from Cal Poly San Luis Obispo in 2015 with a B.A. in Political Science, studying global politics and researching the effect of urban development and gentrification on different communities around the world. She won the John L. Lynn Price Award for Best Senior Project of the Year which focused on urban development and its effects on K-12 public education in the Bay Area. Although early in her career, she has worked at a government and media relations firm in Sacramento, helping companies reach and meet with local and state officials to bring technological innovation and efficiency to the public sector. She also assisted in the editorial department, contributing to articles in *Government Technology*. Most recently, she worked in the digital marketing department at MNI Targeted Media, a company under *Time, Inc.*, San Francisco, known

for their *Fortune*, *Time*, and *Sports Illustrated* magazines, defining target audiences, performing and analyzing market research, and strategizing with clients to build impactful integrated marketing campaigns.

TERM & INVESTMENT

We believe in building long-term partnerships with our clients, and therefore always propose an initial engagement of at least approximately one year. For this work, we propose an initial engagement of 10 months (through the end of FY20).

At the same time, **our contracts always have a 30-day no fault termination to protect both our clients' interests and our own in case of changing circumstances.**

All of our engagements are structured as monthly retainers. For the scope of work in this proposal, we would propose a monthly retainer of \$7,500, plus additional budget for advertising and other pre-approved expenses as needed. We have provided rough estimates for total contract and engagement costs in the following table:

Area of Investment	Sept. 2019-June 2020 (10 months)
Kos Read Group, Inc.	\$75,000
Advertising (social, digital, print, mail, etc.) and additional pre-approved expenses as needed	\$15,000
Total in FY20:	\$90,000

Thank you in advance for your consideration and we look forward to discussing this with you soon.

