

Technical Proposal to Provide
Branding and Communications
Development Services
to the Rhode Island Energy
Efficiency and Resources
Management Council

October 28, 2022



A. Overview

Advocacy Solutions is pleased to submit this proposal in response to the RI Energy Efficiency and Resources Management Council's (herein after referred to as the "Council") RFP for Branding and Communications Development Services. Advocacy Solutions is familiar with the important work of the Council and shares its passion for the acceptance of energy efficiency and conservation by the public at large.

Advocacy Solutions understands the scope of work articulated in the request for proposals. Advocacy Solutions is also cognizant of the budget of \$30,000.00 that the Council has established for work sought by the request for proposals. As a result, Advocacy Solutions is proposing that the Council limit the scope of this phase of the communications effort to creating the foundation upon which a second phase of public engagement and communication can be based upon. Thus, Advocacy Solutions is proposing to conduct an audit of the Council's public facing assets and then conduct research that will inform the process of rebranding the Council. This rebrand will consist of deliverables including a new logo and brand identity, a new mission statement and tagline. In addition, we are proposing a refresh of the Council's web site and the creation of a social media presence via Instagram, Facebook, and Twitter.

B. Work Plan

TASK I - BRAND AND COMMUNICATIONS RESEARCH

With years of experience in the Rhode Island market, particularly with engagement of key stakeholders and influencers in communities to gauge opinions, we know the messaging a brand/campaign delivers must inform, persuade, and ultimately inspire action. While many campaigns commonly overlook the important discovery process with stakeholders, in our small state, small points of differentiation can make all the difference. It's critical to not operate based on assumptions, particularly when a brand/campaign aims to reach audiences across different communities, industries, and cultures.

To research, plan, and develop messaging for the Council, with a particular focus on its energy efficiency program, our team at Advocacy Solutions will:

- Audit the Council's existing brand, messaging information, communications materials and outreach, and marketing efforts.
- Organize and execute stakeholder interviews within the Council and within external communities via key influencers and decision makers. Through valuable relationships we hold with state and municipal leaders, various private industry association leaders, and public sector agencies, we can quickly execute these discussions to provide a better understanding of attitudes, as well as impactful communications and marketing strategies.
- Write a plan of action prior to stakeholder research / engagement activities, and draft post-engagement reports summarizing key themes, messages, feedback, and action items to address identified issues.
- Re-define or solidify the Council's key target audiences based on audit and stakeholder research.

DEVELOP NEW STRATEGIC MESSAGING AND BRAND

After working to analyze messaging regarding the Council and its programs, our team will hone and re-define the Council's messaging and make recommendations for its new brand.

- Develop new Council messaging that will clearly resonate with its defined audiences, and will be used throughout all Council brand, communication, and marketing materials.
- Develop a new Council mission statement, tagline, boilerplate for all media/external communication

materials, and “elevator pitch” to describe the Council and its energy efficiency program.

- Brand development will include new logo, color palette, and typeface/brand standards for use in all communications and marketing materials.

TASK II - WEBSITE DEVELOPMENT AND DEPLOYMENT

Our dedicated and talented creative team has the necessary experience in web development and creative services to support the design, development, and launch of a new Council website which will better enhance the Council’s brand and increase the public’s awareness of the energy efficiency programs and their benefits. The website will be designed to inform, persuade, and ultimately motivate visitors to take action by contacting the Council to learn more about how they may realize the benefits of the various energy efficiency programs.

The new site will be built dynamically and in a mobile-friendly and user-friendly manner, and will include the ability to track and measure site traffic. From our initial planning meeting to discuss the website goals, to the site map development, to the testing and go-live phase, our team will be in constant communication via our Account Manager, Christopher Hunter, to ensure the website is on track to supporting the Council’s goals, and ensure the site aligns with the look, feel, usability, and tone aligned with the Council’s vision.

METRICS

Advocacy Solutions will work with Council staff to determine the appropriate metrics in which the success of this effort shall be measured.

TIMELINE

Note: This timeline may be adjusted based on finalized goals and timeline surrounding onboarding of our Advocacy Solutions team. The below is a high-level snapshot of our work timeline, assuming a 7-month timeline beginning December 2022.

DECEMBER 2022

- Confirm and finalize scope of work.
- Kick off meeting(s) with Council staff aimed at goal setting, performing the communications and marketing audit, understanding existing challenges and opportunities, thorough program details review, schedule routine check-in meetings (i.e. weekly), and attend monthly Council board meeting, if required.
- Begin research phase, including planning and execution of stakeholder discussions.

JANUARY 2023

- Host routine (i.e. weekly) check-in meetings and attend monthly board meeting.
- Research phase continues, including planning and execution of stakeholder discussions.
- Begin brand development, including sitemap and theme design.

FEBRUARY 2023

- Host routine (i.e. weekly) check-in meetings and attend monthly board meeting.
- Research phase continues.
- Begin website design and development, early review.
- Identify success stories willing to be profiled for digital content and campaign materials.
- Begin development of the communications plan.

MARCH 2023

- Host routine (i.e. weekly) check-in meetings and attend monthly board meeting.
- Present draft communications plan to Council staff for comment.
- Development of Council social media channels (Instagram and Facebook).

APRIL 2023

- Host routine (i.e. weekly) check-in meetings and attend monthly board meeting.
- Finalizing of logo and brand development.
- Finalizing of mission statement.
- Finalizing web site redesign.

MAY 2023

- Host routine (i.e. weekly) check-in meetings and attend monthly board meetings.
- Finalizing of logo and brand development.
- Finalizing of mission statement.
- Finalizing web site redesign.
- Website final edits and testing.

JUNE 2023

- Host routine (i.e. weekly) check-in meetings and attend monthly board meetings.
- Finalizing of logo and brand development.
- Finalizing of mission statement.
- Finalizing web site redesign.
- Website final edits and testing.

JULY 2023

- Present final communications plan.
- Website launch.
- New social media channels launch.

C. Company Profile

ADVOCACY SOLUTIONS, LLC

(1 Richmond Square, Suite 200N, Providence, Rhode Island 02906 • advocacysolutionsllc.com)

Advocacy Solutions, established in 2005, is a Providence-based, full-service communications firm with a track record of success advancing our clients' interests. We specialize in meeting the communications needs of our clients from brand development to running integrated public relations, marketing, and public affairs campaigns, utilizing a unique approach that combines strategic communications and public relations tactics with public affairs in an effective, full-service approach.

Our team of experts has decades of experience working with a wide range of issues for organizations including state agencies and quasi publics, health care providers, public school departments, hospital systems, tech startups, energy providers, telecommunications firms, higher education institutions, public utilities, biotech and pharmaceutical companies, and global retailers.

It is the policy of Advocacy Solutions to provide equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability, marital status, veteran status, sexual orientation, genetic information, or any other protected characteristic under applicable law.

Advocacy Solutions has the capacity to provide the branding and communications development services and any additional communications needs of the Council. We are available at all times and are more than able to perform on short notice, under time constraints, and during crisis situations. The Council will have a dedicated team of three Advocacy Solutions team members, identified below, as well as seamless support by our creative sub-contractor team at InToone Communications, giving the Council the highest level of account service.

D. Relevant Experience

Advocacy Solutions' most relevant work experience is the work we are currently doing for the RI Infrastructure Bank (the "Bank"). The Bank was experiencing very similar issues as to what the Council faces. The Bank hired us to research and plan a rebranding of the Bank – web site refresh, mission statement and tag line. In addition, the Bank hired us to assist them with the execution and outreach that is currently underway. Advocacy Solutions is managing all aspects of the project including the supervision of a creative subcontractor.

Example: Experience with Brand and Communications Research

- *City of Providence*: Organized, promoted, and facilitated the Stronger Providence tour to inform residents of the city's fiscal situation and solicit feedback on ways to improve the delivery of city services.
- *Providence Talks*: Organized and facilitated a series of stakeholder focus group meetings to preview and improve Providence Talks' parent recruitment materials, including hard-to-reach communities.
- *College Crusade of Rhode Island*: Organized, developed presentation content, and promoted a series of 10 community forums to inform parents and students about changes to the College Crusade's scholarship model. Content and meetings facilitated in English and Spanish.

Example: Experience with New Messaging and Brand Development

- *Rhode Island Department of Education*: Developed effective program messaging and enhanced brand development for PrepareRI, an umbrella program for K-12 education initiatives that would provide students with skills preparing them for future jobs. Included messaging to reach Spanish-speaking and hard-to-reach communities, as well as recruiting business leaders to participate in program offerings.
- *Office of the Postsecondary Commissioner*: Developed the brand and messaging for new Reconnect RI program to get adult Rhode Islanders re-connected to higher education and workforce training programs.
- *HealthSourceRI*: Developed the name, brand, and messaging for the launch of HealthSourceRI, Rhode Island's health insurance marketplace, with emphasis on reaching small businesses and individuals, as well as messaging for state-wide stakeholder and public engagement events also executed by our team.

Example: Our Creative Team's Website Development Work

- *Deep Water Wind*: Our creative team designed the early Deepwater Wind site to embody look and feel of the groundbreaking clean energy development in Rhode Island. Note: Example from site can be found in this proposal on page 24.
- Additional website examples our creative team has built include Multicultural Foodservice and Hospitality Alliance (www.mfha.net), Homes RI (www.homesri.org), and For HIMM (www.forhimm.com).

E. Examples of Prior Work

Please see the examples of our work attached hereto as Appendix A.

F. Reference Information

Ms. Christine Hunsinger
Chief Strategy & Innovation Officer
RIHousing
401-450-1312
chunsinger@rihousing.com

Mr. Jeffrey R. Diehl
Executive Director and CEO
RI Infrastructure Bank
401-453-4430 x114

G. Identification of Staff and Subcontractors

Our team at Advocacy Solutions will manage all turnkey communications and marketing services for the Council. Christopher Hunter will serve as our day-to-day Project Manager, supported by the expertise and capacity of our team, including Francis X. McMahon and Sarah Dell. For graphic design, website development, and digital content creation, we will engage our Providence-based creative digital partner, InToone Communications. With our creative sub-partner, the Advocacy Solutions team will seamlessly support and manage this work, serving as the lead between the Council and our creative team.

Francis X. McMahon, Esq. • President

The founder and president of Advocacy Solutions, Frank has deep expertise in business consultation and stakeholder engagement, ally development, grassroots and grassroots coalition building, strategic communications management, and online advocacy for clients in a wide range of industries including healthcare, telecommunications, energy, and transportation. Over the course of his career, Frank has been a key staff member and advisor on many winning political and issue campaigns. He served as Special Counsel and Deputy Chief of Staff to Rhode Island Governor Bruce Sundlun and has led campaigns for Tesla, Electric Boat, Verizon, and National Grid.

Frank is a graduate of Providence College and Suffolk University Law School. Frank is a member of the Rhode Island state and federal bar.

Christopher Hunter • Managing Director

Chris is an expert at designing and executing successful issue campaigns with a strong focus on stakeholder coalition building and electronic advocacy techniques. Chris has run successful referendum, issue, and public awareness campaigns for several health care, higher education, telecommunications, and financial services clients including the University of Rhode Island, Blue Cross Blue Shield of America, Walgreens, and Verizon.

A nationally recognized expert on Internet privacy and free speech issues, Chris joined Advocacy Solutions after five years as a public policy researcher at the Annenberg School for Communication at the University of Pennsylvania. Chris holds a B.A. from Boston College and an M.A. from the University of Pennsylvania.

Sarah Dell • Managing Director, Public Affairs and Strategic Communication

Sarah manages an array of integrated public affairs accounts in the education, health care, and corporate sectors. From crisis communications to media relations work, her analytical skills and eagerness to tackle projects from the ground up make her a versatile team player. Sarah has successfully communicated client narratives through a mix of communications strategies, including winning press hits in outlets like *Good Morning America*, *New York Times*, *Boston Globe*, and *The Providence Journal*, to managing social media industry influencers and grassroots advocacy campaigns.

Sarah served as President on the board of the Public Relations Society of America, Southeastern New England Chapter, as well as Communications Chair of Millennial Rhode Island. She brings with her experience from two public relations firms and the Office of Rhode Island Secretary of State A. Ralph Mollis.

Sarah holds a B.A. in Media Communication from Roger Williams University.

InToone Communications • Web Design, Graphic Design, Digital Creative Partner (130 Wyndham Avenue, Providence, RI 02908 • www.intoone.com)

A long-time creative partner of Advocacy Solutions, InToone's team of creative experts design exceptional digital content that often helps elevate the public relations and marketing work of our campaigns, making connection to key audiences in creative and compelling ways. InToone's graphic design work, video narratives, and websites help deliver culturally relevant and timely messages that cut through noise and speak directly to an audience.

Led by Jennifer Toone Corrigan, InToone Communications is well-known in Rhode Island for its powerful, authentic community-based work. As a certified Woman-Owned Business Enterprise, the InToone team prides itself on both understanding the community and being of the communities that we often work with. InToone is a leader in digital storytelling and communications, and its creative developers have specific experience with re-branding projects and web development using industry platforms Drupal and Wordpress.

Advocacy Solutions will oversee and manage all work done in partnership with InToone, serving as the point of contact between the Council and InToone, keeping all workflows seamless and on time. Jennifer Toone Corrigan will lead the InToone team on behalf of the Council.

InToone Communications is a Rhode Island-based, certified Woman Owned Business (MBE identification #MBCN 1684).

H. Staff Responsibilities

Francis X. McMahon - If selected, Frank will be the principal person responsible for the services that we deliver to the Council.

Christopher Hunter - If selected, Chris will lead our account team on behalf of the Council. In addition, Chris will be responsible for manage the creative team as well as assist in the development of the mission statement, brand direction and the comms strategic plan.

Sarah Dell - If selected, Sarah will assist Chris and I with the development of the communications strategic plan.

Jennifer Toone Corrigan – If selected, Jenn will lead the InToone Communications team and she will be responsible for the creative development aspects of our work for the Council. In addition, Jenn will be responsible for the logo development, tag line and its integration with the Council’s new mission statement.

I. Staff Experience

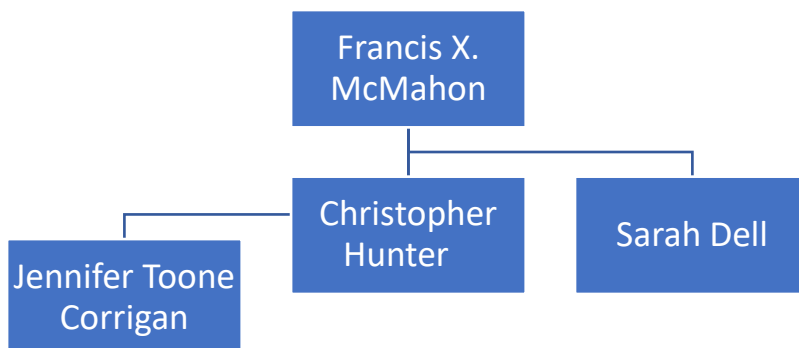
Francis X. McMahon has over 30 years of experience working with and providing consulting services to many state and local departments, agencies and quasi-public corporations. In addition, Frank McMahon has supervised the Advocacy Solutions team in its work with the RI Infrastructure Bank, RI Housing and many other clients.

Christopher Hunter has over 25 years of experience working with Advocacy Solutions. Chris leads our team for the RI Infrastructure Bank and the RI Health and Educational Building Corporation.

Sarah Dell has over 10 years of experience working with Advocacy Solutions.

Jennifer Toone Corrigan has over 30 years of experience as a creative and strategic thinker. Our relationship with Jenn goes back to a previous organization that Frank, Chris and Jenn were all a part of. Advocacy Solutions and InToone Communications have partnered on many projects for many years.

Advocacy Solutions Organization Chart:



J. Conflicts of Interest

Advocacy Solutions and InToone Communications do not have any known conflicts of interest. In addition, Advocacy Solutions and InToone Communications do not have any known conflicts of interest with the Council or any of its staff or members.

K. Litigation

Advocacy Solutions and InToone Communications are not and never have been, a party to any litigation, dispute, claim or complaints or events of default or other failure to satisfy contract obligations or failure to deliver products such as is contemplated in the EERMC request for proposal.

L. Investigation

Advocacy Solutions confirms that it and InToone Communications, its sole members, employees and agents and any affiliates of offeror are not currently under investigation by any governmental agency and have not in the last four years been convicted or found liable for any act prohibited by state or federal law in any jurisdiction involving conspiracy, collusion or other impropriety with respect to bidding on any contract.

APPENDIX A: EXAMPLES OF OUR WORK

RECENT CLIENT EARNED MEDIA CLIP EXAMPLES

Commerce Rhode Island

- Studio 10: Restore Rhode Island Segment with Rhode Island Commerce Corporation (<https://turnto10.com/studio10/events/restore-rhode-island>)
- WPRI 12: New relief grant applications for RI small businesses now available (<https://www.wpri.com/business-news/new-relief-grant-applications-for-ri-small-businesses-now-available-online/>)

Providence Water

- NBC 10: Providence Water now fully powered by renewable energy (<https://turnto10.com/news/local/providence-water-now-fully-powered-by-renewable-energy>)
- Providence Journal: Providence water utility now getting all its power from solar (<https://www.providencejournal.com/story/news/environment/2020/10/01/providence-water-utility-now-getting-all-its-power-from-solar/114199838/>)
- NBC 10: Checking up on the Scituate Reservoir following a mild winter (<https://turnto10.com/news/local/checking-up-on-the-scituate-reservoir-following-a-mild-winter>)

U.S. Census Media Campaign

- Boston Globe: The coronavirus is screwing up our Census count (<https://www.bostonglobe.com/2020/05/11/metro/coronavirus-is-screwing-up-our-census-count/?event=event12>)
- The Public's Radio: 2020: A year of disruption for the U.S. Census (<https://thepublicsradio.org/article/2020-a-year-of-disruption-for-the-u-s-census>)
- WPRI 12: US Census Bureau: There is still time to fill out 2020 Census (<https://www.wpri.com/news/us-census-bureau-there-is-still-time-to-fill-out-2020-census/>)
- Narragansett Times: Many college students have already left town. How will the 2020 Census be impacted? (https://www.ricentral.com/narragansett_times/many-college-students-have-already-left-town-how-will-the-2020-census-be-impacted/article_c9b65a64-9549-11ea-8dc5-d736fd71bee0.html)
- Valley Breeze: COVID-19 hurts local Census response rates (<https://www.valleybreeze.com/2020-04-28/north-providence/covid-19-hurts-local-census-response-rates#.XqmtW5NKjjA>)
- Block Island Times: Census data affects local funding, congressional representation (<https://www.blockislandtimes.com/article/census-data-affects-local-funding-congressional-representation/57296>)

RI Reconnect

- Providence Business News: 'R.I. Reconnect' unveils links to job training, degree programs (<https://pbn.com/r-i-reconnect-unveils-links-to-job-training-degree-programs/>)
- WPRI 12: New program connects RI adults to advanced job training, credential and degree programs (<https://www.wpri.com/news/local-news/providence/new-program-connects-ri-adults-to-advanced-job-training-credential-and-degree-programs/>)

Tufts Health Plan

- Providence Business News: Tufts Health Plan supports students, nonprofits with school supplies (<https://pbn.com/tufts-health-plan-supports-students-nonprofits-with-school-supplies/>)
- Providence Business News: Grants from LCR, Tufts, Washington Trust to support hard-hit small businesses in R.I. (<https://pbn.com/grants-from-lcr-tufts-washington-trust-to-support-hard-hit-small-businesses-in-ri/>)
- Providence Business News: Tufts Health Plan earns national accreditation for R.I. Medicaid coverage (<https://pbn.com/tufts-health-plan-earns-national-accreditation-for-r-i-medicaid-coverage/>)
- Providence Business News: Tufts Health Plan grants \$10K for ONE Neighborhood Builders Wi-Fi project (<https://pbn.com/tufts-health-plan-grants-10k-for-one-neighborhood-builders-wi-fi-project/>)

CASE STUDIES



Case Study: Outreach to Support Prepare RI Programs
Client: Rhode Island Department of Education/State of Rhode Island

Issue: “A four-year college degree shouldn’t be the only route to the middle class.” The State of Rhode Island through its cross-agency Prepare RI initiative aimed to turn the above quote from former Labor Secretary Robert Reich into a reality for its students, many of whom will not go onto a four-year college, yet need the skills to compete for today’s growing number of advanced manufacturing and technical jobs. At a time when many of the state’s largest employers, like Electric Boat, were desperate to find workers with the skills and training required for advanced manufacturing jobs, Advocacy Solutions was hired in 2018 to help communicate the reengineering of Rhode Island’s career and technical education and higher education offerings to better align with the needs of employers providing solid middle class careers to graduating students with the appropriate skills.

Campaign: To build awareness of Prepare RI and its many programs and pathways available, Advocacy Solutions:

- Launched and maintained Prepare RI Facebook page with ongoing content communicating key program deadlines, engaging with thousands of families, students, and community partners.
- Developed unique success story profiles highlighting real students succeeding in various PrepareRI programs, complimented by photos and quotes for social media and collateral materials.
- Developed four inspiring videos highlighting key programs available for students, from technical education to internship programs, which were widely circulated and shared on social media.
- Pitched and secured statewide and local media stories to help share the PrepareRI success narratives and programs available, from statewide *Providence Journal* coverage to local stories in the *Pawtucket Times* and *Bristol Phoenix*.
- Launched and managed targeted digital ads (predominately Facebook) targeting key Rhode Island districts, businesses, and families to engage and apply for specific programs before deadlines.
- Developed key profiles in Spanish, with digital content and ads specifically targeting Spanish-speaking families in Rhode Island.
- Organized and executed in-person tours of PrepareRI programs in actions for key legislators in districts throughout Rhode Island, helping build supportive relationships for the continuation of the program.

Result: Our outreach campaign resulted in Prepare RI reaching or exceeding multiple program application goals, from the Prepare RI Summer Internship Program to enrollment in the Advanced Course Network and more.



Prepare RI
 Published by Sarah Dell [?]
 · March 30, 2018 ·

Cristian's passion for food and business was sparked after shadowing Rhode Island's top culinary leaders as a student at The Met Regional Career and Technical Center. After college, he started the Sazon Bandit Truck in Providence, and does everything he can to give back to his community.

Learn more about ways students across Rhode Island can spark their passion with internships and other work-based learning experiences: <https://www.prepare-ri.org/wbl>

Tag Photo Add Location Edit

0
 People Reached **1,699** Engagements **Boost Again**

Boosted on Mar 30, 2018 Completed
 By Sarah Dell

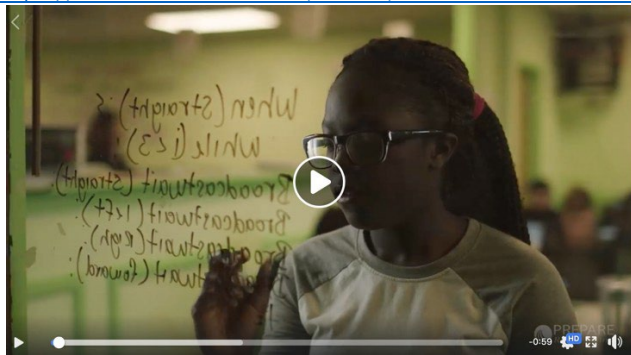
People Reached	45.3K	Post Engagement	2.3K
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[View Res.](#)

1.4K 47 Comments 167 Shares



Prepare RI video (created in partnership with Steer team): From Passion to Information Technology
<https://www.facebook.com/watch/?v=283547255747245>



Prepare RI video (created in partnership with Steer team): From Passion to Health Care
<https://www.facebook.com/watch/?v=1180640285423038>



Prepare RI video (created in partnership with Steer team): From Passion to Manufacturing
<https://www.facebook.com/watch/?v=225333238235314>



Case Study: Growing Providence Talks City-Wide
Client: Providence Talks



Issue: Providence Talks is an innovative early childhood intervention program designed to increase the number of words low income parents speak to their young children (birth to age 4). After a successful pilot phase, the program was ready to scale city-wide with a goal of recruiting 2,000+ parents to participate. Providence Talks engaged Advocacy Solutions to launch a marketing, advertising, and public relations campaign to build the Providence Talks brand and recruit eligible families.

Campaign: To build awareness of Providence Talks and drive program enrollments, Advocacy Solutions:

- Organized a Providence Talks re-launch event which garnered media coverage in the Providence Journal, USA Today, and local broadcast outlets.
- Developed Providence Talks collateral materials including a new logo, palm card, door hangars, and posters. All materials we've developed in both Spanish and English.
- Lead the development of :30 Providence Talks video ads for Facebook and YouTube.
- Launched and managed content for Providence Talks Facebook pages in both Spanish and English, and recruited more than 1,500 page likes.
- Fielded a geo-targeted Facebook advertising campaign generating 33,000+ click-throughs to Providence Talks signup page.
- Designed and launched a digital banner ad campaign on the popular ProvidenceEnEspanol.com.
- Developed :30 radio ads which aired on Providence area Spanish language stations.

Result: Providence Talks dramatically increased their number of enrollment leads and actual enrollments. The program was put on target to meet their parent enrollment goals.

Case Study: Yes On 7 – Housing Opportunity Bond
Client: United Way of RI / Housing coalition



Issue: During the 2016 General Election, Rhode Island voters were presented with a \$50 million Housing Opportunity bond referendum (Question 7) for the construction of affordable housing across the state, and to help municipalities revitalize blighted and foreclosed properties. The state's housing organizations united to form a Question 7 coalition, and engaged Advocacy Solutions and William A. Farrell & Associates to run a state-wide public affairs campaign, with key media and voter outreach strategies, to win the its passage.

Campaign: Our team developed and executed a three-month statewide campaign that tapped into the inspiring stories of individuals, employers, and families who benefitted from the state's previously passed affordable bond, and demonstrate the overwhelming need to invest in more housing. The campaign included:

- Providing polling analysis, message development, and overall campaign strategy consulting.
- Planning and executing a successful press conference to officially launch the 'Yes On 7' campaign with 200+ people in attendance, including dozens of key state, business, and community leaders, and earning statewide media coverage in television, radio, print, online, and key minority media outlets.
- Launching and managing 'Yes On 7' social media platforms, attracting nearly 3,000 'likes' and more than 235,000 post engagements (between organic and paid reach).
- Designing and managing ads across platforms, with a heavy emphasis on targeted social media ads.
- Strategic media relations efforts, including press releases and targeted media pitching, which resulted in more than 70 individual favorable earned media placements, including print, radio, television, and online media coverage.
- Managing a targeted GOTV effort, with dozens of volunteers to help canvass target neighborhoods and educate voters on Question 7, passing out thousands of palm cards and marking down hundreds of committed

future 'yes' votes.

Result: Question 7 passed with 58% statewide voter approval, including local passage in every urban core district and community prioritized by our campaign.

VOTE YES ON 7
FOR HOMES. FOR JOBS. FOR RHODE ISLAND.

A place to call home is the American dream. But too many Rhode Islanders are struggling to find an affordable home or apartment, while also making ends meet.

On November 8th, Vote Yes on Question 7 to help change that.

FOR HOMES
Invest in the construction of 800 homes and apartments that Rhode Island workers, families, seniors, and veterans can afford.

FOR JOBS
Create 1,700 good paying jobs for Rhode Island's building and construction workers, and help local employers attract and retain a strong workforce.

FOR RHODE ISLAND
Restore blighted and foreclosed property eyesores and spark revitalization in neighborhoods across Rhode Island. It will also help leverage an additional \$160 million in federal and private investment in our communities.

On November 8th, Vote Yes on Question 7 to approve a \$50 million Housing Opportunity bond for the construction of more homes and apartments across Rhode Island, and help our cities and towns revitalize blighted and foreclosed properties.

[voteyeson7ri](#) [voteyeson7ri](#) [www.yeson7ri.org](#)
Paid for By Yes on 7 Campaign

VOTA 7 SI EN 7

Por Hogares
Investir en la construcción de 800 hogares y apartamentos que los trabajadores de Rhode Island, familias, adultos mayores, y veteranos puedan pagar.

Por Trabajos
Crear 1,700 buenos trabajos para los trabajadores de construcción y de la construcción de Rhode Island, y ayudar a los empleadores locales a atraer y retener una fuerza de trabajo fuerte.

Por Rhode Island
Restaurar ojos de buey y propiedades abandonadas y promover la revitalización en los vecindarios de Rhode Island. También ayudará a aprovechar una inversión adicional de \$160 millones en inversión federal y privada en nuestras comunidades.

Issue: Facing a diverse mix of reactive and proactive communications challenges and operating in the absence of a communications director, the Providence Public School District (PPSD) lacked the capacity to effectively manage its communications needs. With an environment of negative media cycles focused on failing schools, it was critical for PPSD to prioritize its communications efforts to allow the district to share and celebrate its many positive stories that were indeed happening, just not being told.

Campaign: To help PPSD better communicate district news and success stories, Advocacy Solutions:

- Conducted a communications audit to understand existing channels in place, policies and protocols for crisis communications response, media inquiries and responses, as well as ways the Central Office learned about school-based success stories worth sharing.
- Established media inquiry and crisis communications protocols, as well as a defined process to help individual schools share positive stories and events with district leadership in a timely manner.
- Served as the day-to-day media contact to manage reporter inquiries.
- Provided key district leaders, from the superintendent to principals, with tailored media training sessions leading up to media interview opportunities, allowing the district's messages to be clearly and effectively communicated to the press.
- Piloted and launched PPSD Facebook advertisements to support key district events, such as kindergarten and high school enrollment fairs, which dramatically improved event attendance.
- Overhauled PPSD's social media platforms to cater more to its stakeholders, including families and community leaders, by providing ongoing positive content from events, school-level success stories, and new programs.
- Supported district progress report content writing, shining a light on increased graduation and attendance rates, and key data points from standardized testing results.

Result: PPSD earned a number of positive media stories about its reform efforts and initiatives. PPSD's reinvigorated social media significantly increased parent and student engagement in events, school fairs, and enrollment drives.



Issue: Faced with city plans to rezone their neighborhood to allow for incompatible mixed-use residential development, a group of marine and heavy industrial business in the Port of Providence turned to Advocacy Solutions to fight the plan and to educate the public and elected officials about the tremendous economic impact of Providence's working waterfront.

Campaign: To build public awareness about the need to protect Providence's working waterfront, Advocacy Solutions planned and launched an integrated issue campaign combining coalition building, grassroots outreach, earned media, and direct lobbying of city, state, and federal officials. Specific campaign activities have included:

- Organizing the Providence Working Waterfront Alliance, a coalition of 14 marine and heavy industrial businesses in the Port of Providence.
- Authoring all coalition press releases, op-eds, and letters to the editor resulting in 60+ media placements in outlets including New York Times, Providence Journal, Providence Business News, and radio and TV coverage.
- Winning editorial support from the Providence Journal and Providence Business News who published 15 editorials in favor of protecting the working waterfront from incompatible mixed-use residential development.
- Commissioning economic impact and planning studies to detail the value of Providence's working waterfront.

Result: Widespread support among the public, Providence community groups, and elected officials for protecting Providence's working waterfront from incompatible mixed-use residential development. This support has resulted in changes to the city's comprehensive plan and zoning ordinance to better protect existing marine and industrial businesses.

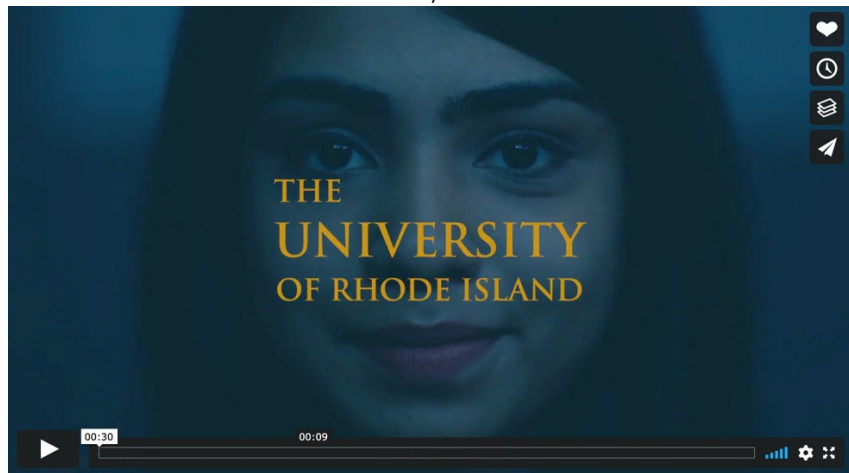
ADDITIONAL CREATIVE VIDEO EXAMPLES

Video: Providence College



<https://vimeo.com/392537171/a977ff575d>

Video: University of Rhode Island



<https://vimeo.com/348850609>

Video: MIT Media Lab



<https://vimeo.com/323226687/6dcb994b59>

ADDITIONAL CREATIVE WEBSITE EXAMPLE



LOGO & BRAND DEVELOPMENT EXAMPLE

