



OUR JOB IS TO MAKE YOU MORE MONEY THAN YOU PAY US.

20 Jan 2017

Additional information:

We care about DPS, our City, our kids.

We know our city won't become the city we want unless we work really hard to change it.

We are incredibly frustrated with the way our kids are perceived, how our teachers are underappreciated, how our hands are tied by politicians who think giving tax breaks to companies like GE is good for our community.

We're not like other agencies in town. They don't hang basketball nets for free. They don't get involved in their community the way we do.

We ask that you watch this video: "There ain't no "F" in Dayton

<https://youtu.be/KRYb6uvlom4>

And ask yourself, what could this be if we were working together?

What is our vision? Who will tell it best?

Having a real marketing staff is long overdue. The difference between what you've done and what we'll do is night and day.

We aren't offering a proposal based on the number of hours you asked for.

We are proposing to do whatever it takes to get the things done that we've got outlined- for a fixed fee. We know at a minimum, it will take 3.5 man years- and maybe more- but at the end of the first year, the perception of the district will have a different frame of reference than they've had before.

It will take a lot of work, from us, from you, from the community, but, we're all in this together.

Today, a man was inaugurated who wants to name a woman as Education Secretary that would dissolve public education as we know it tomorrow.

We're terrified of what the future holds for the affordable care act, for public education, for women, for civil rights, but, we do know, that if selected, we'll help you transform perception of the district in ways you can't even imagine.

Thank you-



## ATTACHMENT IV COST PROPOSAL

Using the table below, provide Hourly Rates for all personnel, including subcontractors, to be assigned. (Note: The rates specified below shall include profits, labor, and all direct and indirect overhead costs such as transportation, general and administrative costs, etc.). No other charges shall be applied. Please Note: DPSD will not reimburse for travel.

Firm's should multiply hourly rate by estimated hours for total estimated cost. Total estimated cost is for evaluation comparison only, and should not be construed as a guaranteed fixed cost. Firms will be contracted based on the rates provided on this Fee Schedule for a detailed defined work scope as approved by DPSD.

PROFESSIONAL STAFF SERVICE TYPE	Hourly Rate	Estimated hours*	Total Estimated Cost (hourly rate*estimated hours)
Marketing Consulting services for Strategic Planning & Integrated Project Management	\$	520	
Creative Concept including brand development	\$	260	
Production/Design	\$	260	
Media Planning and Buying	\$	260	
Web Development/Maintenance	\$	520	
Public/Community Relations	\$	520	
Account Management	\$	130	
<b>TOTAL ESTIMATED COST</b> *Estimated hours are used for evaluation comparisons: total estimated cost not to be construed as guaranteed contract amount.			



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### ATTACHMENT III PROPOSED PLAN

#### 1. Design Plan –

*Describe your vision for creative methods and plan designed for an integrated marketing campaign focused on advertising to increase student enrollment. This includes producing and executing a detailed plan with timelines, best strategies, and approaches, in addition to quarterly performance and status reports.*

We're a true small business, with legitimate minority business standing as a Certified Service Disabled Veteran Owned Business and as a HUBzone entity. Considering DPSD has put us through this exercise once, that there is no actual start date, **we see no reason to establish time lines until we're the contracted vendor and working with your team to establish priorities.**

These DPSD clauses do not suggest a high probability of actual award:

- "DPSD also reserves the right to not select any Firm"
- "This RFQ is solely a solicitation for Responses"
- "That this RFQ "create any obligation for DPSD to enter into a contract with any Firm or other party"
- "DPSD will make every effort to adhere to the following schedule; however, retains the right to move the schedule as deemed appropriate to meet other District and priorities and initiatives"

Maybe if you crafted your RFP as a way of evaluating who has the best ideas, and ability to grow your business instead of a series of checkboxes to use to eliminate bidders, you'd have better success at realistic/efficient evaluation. This isn't a procurement process to buy widgets at the lowest cost, it's about building a relationship based on trust.

The only reason we feel compelled to submit this response is that we care deeply about our city, our schools and our kids. We feel that we are the right agency to help transform the district.

We've yet to see any other agency attend a DPS BOE meeting, never mind provide video to the community outlining what's happening in the district.

**Objective:** Brand perception transformation of Dayton Public Schools inspiring students, staff and stakeholders to overcome negative perceptions, and collectively accept that this is a changed district, writing a different narrative for itself. It's our job to find our best, and share their stories, creating an aspirational goal for all, while highlighting the district's rich diversity in the context of Dayton's historical position as beacon of innovation.

Since the timeline can't be established from your RFP- our immediate concerns would be enrollment for the upcoming school year and talent retention. We're concerned with the attrition rates of qualified teachers over the last few years, and feel that the RIF debacle of the fall will increase the likelihood of losing even more teachers- esp. if the union feels that the district isn't negotiating in good faith. We're also concerned about the upcoming contract negotiations.

We have done work on student enrollment in the past, and believe one of the key issues



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is centralized enrollment as opposed to enrollment at the schools (like charters) and the complexity and uncertainty of the process. These are issues that we would want to collaborate with staff on resolving- so that the campaign can be successful.

Unfortunately, the launch of the rebrand at this point wouldn't happen until Fall of 2017- which means the new messaging won't be in place for early enrollment.

We don't think the district is in a position to float and pass a levy until there has been proven improvement. However, we have a plan to bring more income into the district via income tax, and provide a service that will endear the district to residents at NO extra cost to them.

The performance and perception of the district and the city are symbiotically dependent. One cannot succeed without the other.

Using all tools available to us, from traditional print, web, social, guerrilla marketing to even nostalgia and alumni, we will bring a new voice to a, frankly, damaged brand.

It is time for a completely new concept for delivery of education in an urban district and we want to be a part of this effort. It's projects like this that fit our brand, "The Next Wave."

### **Project approach and detailed scope of services, tasks, deliverables.**

While we have our own priorities and timetables in mind, the reality is the amount of work that needs to happen in year 1 of a 1-year contract is mind-boggling. Since we work collaboratively with our clients, and approval processes are often delayed with public institutions, much of what we propose will depend on the administration that we are working with. The RFQ provided by the district is also absent a budget for printing, re-branding (signage, vehicle graphics, new print materials) and external services that we would be expected to manage, so our expectation is that we will work directly with district to help establish budgetary goals based upon the strategies outlined in this proposal. The proposed \$75K media buy isn't something we'd recommend right now. We have a better use for those funds.

Upon selection, we will immediately prioritize the items below and begin work. The district currently has a staff of one full time person; we will be bringing a staff of at least six multi-skilled specialists working the full-time equivalent of 3.5 people. We expect to replace the internal department and work directly with the superintendent.

This effective staff increase should bring an exponential increase of work output, provided The Next Wave is allowed autonomy on approval. If every tweet, every video or every blog post needs to be approved, we would respectfully suggest that the district not outsource at all.

### **INVENTORY:**

Immediate priority is to do a brand tools inventory and assessment.



surf@thenextwave  
ve.biz





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Evaluate current resources such as school logos, data, basic public information materials. We had begun a project years ago to create school information sheets that could serve as a starting point to provide more complete and up-to-date information. Competing against charter schools with slick brochures, the district must clearly and easily identify each school and what it offers to a prospective family. We would update Wikipedia with data on every school. It is probably the highest-ranking site for each school and has the potential to help us build the brand on a trusted platform.

**WEBSITE/SOCIAL MEDIA EVALUATION:** Included in our strategy is a comprehensive assessment of the district's current proprietary back-end website to determine its serviceability. Considering the district has spent a lot of money on the current site with a larger local agency- and has also developed an App that is somehow integrated, the transformation of the site/app can't really be bid honestly without understanding what you've bought.

Current problems with search, content, updates, navigation, and especially information overload must be dealt with. We believe that moving to an open source Content Management System (CMS) is not only advised but we believe it should also be part of the curriculum and students should be proficient with it as digitally ready citizens. This system will increase the ability for staff, students, and the larger community to utilize technology without extensive technical knowledge to communicate and share experiences.

Our preferred CMS solution is WordPress, which powers nearly [26% of all sites on the web](#), and is renowned for its ease of use and world-class support and security. This solution also includes a Multi-site feature, which allows the website to retain uniformity and cohesiveness across all schools in the district, radically reducing cost and time required for staff and students to use the website to add and manage content on their own. We also plan to use WordPress's powerful and modular plug-in system to implement the BuddyPress plug-in to manage roles and profiles, and the BBpress plug-in to manage FAQs and support solutions.

We would also inventory and evaluate all staff, school and district social media, and look at internal policies on social media posting for staff and students.

We offer a training program on WordPress monthly, and have since 2005, meaning we can easily bring any new staff up to speed on the way WordPress works, and how to use its tools with best practices. See [www.websitetology.com](http://www.websitetology.com)

#### **PROFILE PROJECT:**

We think it's critical to present profiles of every employee of the district, especially the teachers. What are their qualifications, stories, and how did they get here. A social media campaign based around teachers' #firstsevenjobs should be a part of the profile. This profile would be online and on display in each classroom, with a current photo and a photo of the teacher at the age of the students they teach. We would also ask for all social media accounts- and find out who wants to help spread our message. We believe



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there are DPS staff people who can become social influencers if given the proper guidance.

## REBRAND:

As part of the effort to evoke an entirely new perception of the district, we believe the current landmark should be replaced. Here, we need to quickly assess if we are keeping “Dayton Public Schools” or rebranding to become our preferred option, “Dayton Public Preparatory,” which is more fitting for our 21<sup>st</sup> century mission.

Our vision for a complete rebrand includes the creation of a graphic standards manual, something that hasn’t existed in the past.

This would roll out with the 2017-18 school year, and include high quality embroidered dress shirts for every single employee. The replacement of signage, letterhead, business cards, printed materials, vehicle graphics would have to be rolled out over time. We have access to much lower priced vinyl for vehicles and building windows than anyone else. Our printing prices, promotional item prices and clothing prices are also lower.

## HANDBOOK/STRATEGIC MESSAGING

If you want people to think differently about the district, you need to give them a new narrative and rally cry.

Mao had his little red book for a reason.

We propose a student handbook with positive guidelines toward individual success. We’ve seen this done in higher ed- a “welcome to school” handbook- that covers the essentials of how to be a successful student, how to ask for help, and what resources are available. See Marquette Universities “Be the difference here” book at right.



We plan on crafting a new district mantra – and making it evident in every building. On entry doors, in hallways, in every classroom, putting it on shirts that students can win.

We need an aspirational message- not a corrective one.

“We are DPS” doesn’t mean anything. Sure you are. Next.

We don’t believe the “FOCUS” campaign is effectively communicating the brand values to the community. That may be what you want people to do, but, again, it’s not communicating a value. For now, we would replace it with our “Dayton Public Bill of Rights” which is based on the JFK “consumer bill of rights” creating a teachable moment. It’s also critical in the rebrand to discuss core values every day. Parents and students have rights- including to leave the district- or go to Charter schools- we have to assure them that we’re on track to give them something spectacular.





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### NEXT STEPS CAMPAIGN:

Creating displays of “your next steps” for every building. In elementary buildings they would have the junior highs and high school options- with enrollment info and benefits/activities etc clearly spelled out. In the high schools, the options of the Dayton Promise/Sinclair guidelines, Local colleges, Trade schools, the Military, other colleges including what’s required for application (transcripts, extracurricular activities, test scores, scholarships, etc.) We have to assume that next steps aren’t always obvious or fully understood. There is something similar to this in Ruskin in the main hallway leading to the cafetorium.



### DIGITAL CITIZEN SURVEY

A survey of digital connectivity: It’s critical to have exact numbers and profiles of all students internet access as well as digital contacts for family members. We know that lower income families are facing a digital divide- it’s our job to bridge it. This information is critical for both communications out, as well as for grant applications. If we utilize a Constituent Relationship Management (CRM) system with strong geolocation capabilities we can prepare a plan for digital outreach via other networks or building our own. The eventual goal is to also map out where we have the greatest need to build out a public access wi-fi system for students to extend our network services. One of the great advantages of the OLPC PC was that it was able to build a mesh network on the fly, and if only one of the computers could reach the Internet- all could. That model may





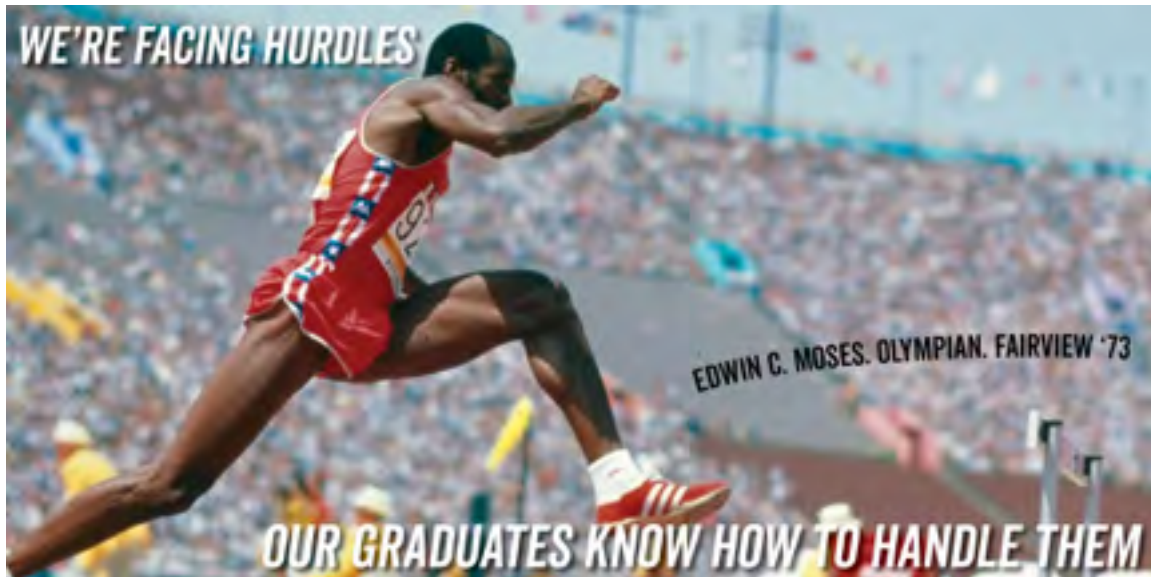
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be worth examining.

This will also help provide data to support the argument for our proposed roll-out of city wide wifi system, helping us to better understand the communities interconnectedness.

## DISTINGUISHED ALUMNI CAMPAIGN



Rough comp of TNW concept that would require rights from ECM. Banner to be an original illustration by Tim Langenderfer.

Campaign to build a proper list of distinguished graduates. Besides the stories we can share of our heritage, it's an opportunity to tap into a donor base to rebuild the pride. We've already demonstrated a concept for utilizing Fairview Grad Edwin C. Moses as a "Poster child" for managing the hurdles the district faces. To answer the questions of leadership- we tap Belmont HS Grad Michael Turner and Dunbar Grad Joey Williams.

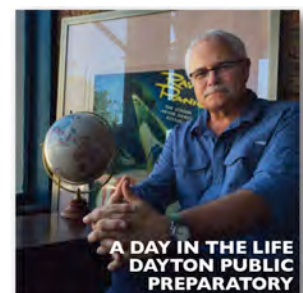


*Rough comp of concept by TNW*

Other examples could include Kiser grad Dr. Jeff Dulaney- owner of LSP Technologies in Columbus etc. We have to build a positive community as fast as possible to become cheerleaders for our struggle. The alumni foundation is part of the way to seek alternative sources for funding the new technology initiative, and serves as a client base for the brand store outlined below.

## DAY IN THE LIFE PROJECT

A curated photo competition for the district run by 2-time Pulitzer prize winning photographer Larry C. Price. This builds credibility for the district plus our stock images library. 1 photographer per





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school. 1 day. 10 images each submitted. Create an event. Sell photos. Produce a presentation book. SEE ATTACHMENT in appendix

### ATTENDANCE PROJECT

We know that kids that miss less than 10 days of school per year succeed. We will work on a gamification program to increase attendance and create excitement about being in school. We will involve students in designing the gameplay, and the scoring system. We will utilize online tools to engage them. This will not roll out year one, but, by focusing a task force on the gamification, we will build project awareness. Our strategy includes using the data and concepts we've created in conjunction with the students to apply for grants to help fund the software's development, which would be open source and made freely available to the world. With proper social media exposure, and because of the project's open source nature, we expect the concept to have viral appeal well before the project is even launched. Publicity of this concept will associate students and staff in the district with the kind of innovation that Dayton used to be known for historically. While we are working on the game mechanics, we would also be drilling in the importance and rewards of "being present" via other messaging, video, print, and the student handbook.

Since all students should have 1-1 by 2018, we'll be able to report scores in real time, keeping the entire organization aware of standings on a daily basis.

### NEIGHBORHOOD BUS AMBASSADORS

Instead of spending \$75K on advertising, we'd invest it in hiring a parent in each of Dayton's 75 neighborhoods to oversee the kids in the mornings at the centralized bus collection point (no more driving down side streets or stopping 20 times in a neighborhood). The Ambassador would check kids off as they arrived at the collection point- on a connected device. Kids who aren't there 10 minutes before the bus arrives, would have a text sent to their parents. After the buses leave, they would stop in at each house with kids that aren't accounted for and make an effort to get the kid to school through a secondary pickup. Reporting of attendance would begin BEFORE the first bell rings.

These ambassadors would also meet the buses on days materials need to be distributed to the neighborhood, handing out materials as the kids walk home. They'd also serve as a liaison to neighborhood groups. They would also be asked several times a year to distribute literature to kids who walk to school, or attend charters.



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## BRAND STORE



photo: Homage in Columbus interior

It's time to sell our vision to the public. Currently, there is a hodge-podge of DPSD branded products available throughout the district. To help build school pride and to make it easier for alumni to show their pride- build a brand store – ala Homage-downtown. A pop-up-shop- with an online presence. This can be integrated with business classes via Dayton Business Technology and the Ponitz VisCom students as well as become an outlet for Stivers produced art. Students, who would be paid out of store profits, could staff the store. There is plenty of space within HQ to open a retail level shop- and provide people with a reason to come downtown for something positive. There would be an online store as well, and for sports, we should create a mobile shop- that comes to the games and sell DPS branded materials.

## THE 1-1 PROJECT PROMOTION

Since the Chromebooks aren't going home with students, our goal is to ensure the community knows what students are doing with them and how they are growing into digital natives. We believe instituting district wide Pecha Kucha (PK) competitions will go a long way toward creating ways to show parents and the community their "digital chops." PK is a structured presentation utilizing 20 slides, 20 seconds each, to tell a story or share a skill, and is used globally in over 900 cities, including Dayton. Our best students would participate in local PK events four times per year, in addition to evening showcase events at each school.

Our strategy also includes the creation of an online community for kids to showcase their digital work. We'd engage in public service projects, much like the University of Dayton already does with great success. This includes building local wikis -- guide maps, video about the city from a kids perspective -- and a place to showcase student PK presentations mentioned above.





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## ATHLETICS CENTRAL

Athletics are and can be a huge part of re-engaging the community. Since charter schools don't offer athletic programs, and leech off the district's programming, it's a great chance to "sell" the district's transformation to charter parents. It also doubles as a key opportunity to provide the citizens of Dayton with someone to root for. We plan to bring a whole new focus to the powerhouse coaches, teams and students who participate in district programs. Featuring short profiles that look and feel like ESPN's well-regarded sports documentary series "30 for 30," providing information at all events about the athletic programs that the district offers, highlighting talents and diversity present at specific schools, helps parents choose which schools their children will attend.

It's more than just an online presence; sports are an opportunity to showcase our successes before, during and after each game. Having printed material about the district, brand store items, and utilizing things like the digital scoreboard at Welcome Stadium to do a PK presentation at half-time about the district- are all a possibility for outreach.

We believe athletics help build character and develop discipline. It's our job to showcase our best. A real interactive online ticketing system -- complete with feeds for scores, stats and news -- would help the district achieve this goal. The Next Wave's work with the original Dayton Dynamo, Dayton Wings and Dayton Bombers will serve as our basis for helping transform the athletic program events.

We've included some examples of our sports related work in the case study attachment.

## 2017-18 ENROLLMENT PROJECT

Prepare for 2017-18 enrollments. The campaign to win the best students back from charter schools has to begin as soon as possible, culminating in a citywide campaign in the spring, and a promise of easy-enrollment, easy and guaranteed credit transfer, and guaranteed placement in the school of their choosing.

We have identified a major problem where parents wait until the last minute to know which school their student will be attending. This has historically hurt the district as the best available students with the most engaged parents go elsewhere.

We'd also consider making an easy comparison site of DPSD schools to every available charter with the city. There is no reason that to allow Google, the state, or other schools to dictate or define the choices students in Dayton have. This is our chance to engage parents who are considering leaving with absolutely transparent facts and figures.





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Spreads from a comp brochure done long ago by TNW for DPS recruitment

### PR/Crisis Management

Throughout the contract, we will provide crisis management consulting, social media monitoring, and either work with and coach select DPSD employees to serve as spokespeople, or provide that service to DPSD as needed. We will be available 24/7/365. We expect to attend cabinet meetings and will be at board meetings.

We don't believe that either the board president or the superintendent are the best spokespeople for press statements.

We've already done emergency re-write on PR for the new superintendent, for the announcement of the "A" in AYP.

You don't ask for examples, but if you did you'd have better insight of how we work.

Part of our PR plan is to make presentations to every neighborhood group in the city at their own meetings. Neighborhoods that don't have active neighborhood groups, will have presentations that we will publicize through door hangers, hung by DPS students.

The presentations will be PK style- focused on the transformation, and will also include a video that showcases success.

### Work Plan

*a. Methodology – Provide a work plan describing the services, approach and methodology proposed for accomplishing the scope of services outlined in this RFQ. Provide a statement demonstrating Respondent's understanding of the objectives and issues of the project.*

Without a timeline, discussions with your team, discussing an implementation further than what is listed above is an exercise in futility.

We believe we've fully explained our understanding of the objectives and issues of the project.

*b. Discuss the roles and responsibilities of the Respondent and all subcontractors. Identify work to be performed by the Respondent and work to be performed by subcontractors, if any.*

Our role is to deliver results. How we do it, allocate resources, utilize subcontractors or as we like to call them partners, is absolutely irrelevant to your RFQ. We've provided a video of what our vision is for the district- no other agency has done anything like it.



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We've yet to see any of the other agencies at any of your board meetings. We take our work seriously. We deliver when we say we will.

*c. Resource and Information Requirements – Provide a list of all resources and information that Respondent will request DPSD to provide.*

We've included in our approach, the needs for a full inventory of branding assets, past work, access to the proprietary website backend. We've asked for printing budgets, media budgets, mailing budgets. These are all part of the marketing effort. As it stands, we don't believe DPSD accounts for its full marketing costs on its balance sheet. We'd like to work with you to change that.

*d. Describe how Respondent will ensure that messaging is aligned with the desired outcome of increasing student enrollment.*

We've proposed a multi-faceted campaign that will launch the new branding, and will convey the new sense of purpose of the district. We'll have a constant flow of success stories to share, highlighting the best of the district, as opposed to what makes the local media. The new site content will be focused on success stories.

We can't rely on local media to tell the good news stories, so we'll tell them ourselves. We believe it's time to implement policies that reward loyal families with first chances at the schools of their choice, to stop the revolving door from charter, to home-school, to DPS and back.

A critical part of any campaign messaging is the preparation of a good, well-researched brief that is a collaboration between the client and the agency. This should serve as a reference point to keep messaging on target.

*e. Explain how Respondent would provide professional consulting, management and integration services for new and existing markets that increase overall awareness of DPSD initiatives and offerings, while creating an aggressive advertising campaign that provides positive visibility of District's key assets and successes.*

We don't believe that the district has the money to spend on an "aggressive advertising campaign." In fact, we're pretty sure that if the community saw the district spending a lot of money on advertising, they'd rebel. We believe that the key is in taking the message directly to the neighborhoods, and instead of spending money on ads, we'd hire a parent in each neighborhood as an ambassador. We believe this person would be our first step in assuring kids get to school, by being at the bus pickup point each morning- to make sure the kids are safe, and on the right bus, and to follow up when kids aren't on the bus.

This ambassador would also be point on distributing literature a few times a year, to share our success stories. Some of these pieces would focus on success stories within



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their neighborhood.

### 3. Operating Plan

*a. Describe the proposed plan to provide a Comprehensive Marketing Services campaign as outlined in Section 3.0 – Scope of Services. The proposed plan shall include specific tasks, staff assigned, schedule of events and expected participation of DPSD staff.*

**We're not sure what we've been doing up until this point. This seems like a redundant exercise. Does anyone on DPSD staff actually read these RFQs carefully and put your self in the role of the respondent?**

### 3.0 SCOPE OF SERVICES

*Proposals will be screened on the criteria listed in the following Scope of Services. Firms are required to submit the required Attachments I, II and III providing detailed descriptions of how your organization can and/or has met each of the criteria including information on past projects, completed and proposed methodologies to be used for the DPSD program. Please also indicate any information or resources DPSD would be expected to provide in order for you to complete the following scope of work.*

**See "C" above.**

**3.1** *Advise, develop and provide technical support of website administration and content, press releases and newsworthy stories relative to new growth and progress of the district. Provide an example of how your firm could improve the current website.*

We don't know how your proprietary website works or how it's connected to the DPS App. We do know the site is overloaded with menus, strapped on solutions (bonfire, board Docs) and that the school sites aren't being fully utilized. The site isn't secure, or totally mobile friendly. As to the content- we believe that a new approach to content creation and distribution is needed.

As to an example of how our firm would improve your site, that's what we call spec work, and we've provided more than enough.

We would suggest that you look at some other school sites as examples of better organization and functionality.

Hartford schools- a WordPress site: <https://www.hartfordschools.org/>

Madison AZ- a smaller WordPress site: <http://www.madisonaz.org/>

**3.2** *Meet with senior staff upon request, and other staff as required, strategizing and conceptualizing press- worthy stories and events.*

We utilize a private social community site on our server for most of our client collaboration and approvals. It's another open source project, and allows multiple people to connect and comment in real time. We can also use Google Apps for Education as a



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collaboration tool if need be.

We expect to attend all relevant cabinet meetings- and board meetings.

We will establish a reward system for contributed story ideas, that can be measured by web metrics, for staff contributions.

**3.3** *Establish and follow up with media contacts to include, but not be limited to, local newspapers, television, radio, and social media, as appropriate.*

We have personal connections with local journalists, as well as a network of sources throughout the community. We also have the unique platform of Esrati.com to communicate with influencers and leaders within the community.

We try to keep our list of media options in the Dayton area current and public right here: <https://thenextwave.biz/media-outlets-in-dayton-ohio/>

**3.4** *Provide community affairs services at the district, local and state levels as needed.*

There isn't another ad agency in town with the personal cell phone numbers of as many elected officials. We know them, and they know us.

**3.5** *Respond and act upon unforeseen public relation events and opportunities in a flexible and receptive manner.*

We will be available 24/7/365. We don't know of any other agency that works in real time like we do. See our local issues videos on Youtube:

<https://www.youtube.com/user/ElectEsrati>

**3.6** *Increase distribution of materials and programs through internet and social media. Advise on social media strategy specifically for a one-person shop, including templates for posts and advertising, suggested best practices for posts and advertising, and recommendations for staffing multiple DPSD social media channels, recommendations for managing the expansion of DPSD social media presence among departments and programs. Receive, discuss and incorporate feedback from DPSD in strategy.*

*Implement agreed upon strategy, test results, adjust strategy and then provide training.*

Until we've conducted our digital citizen survey, we're not sure how effective a digital campaign is in our community. We're also not sure what your "one-person shop" is- since we're bringing 6 to the table to manage this.

We don't believe in content calendars, posting schedules or scheduled posts.

We believe in highly relevant, useful content that is specifically targeted.

We also think that there are untapped resources in social media accounts of DPSD staff and even students.

We would add live feeds of events via periscope, or youtube Live- as opposed to Facebook- which is a walled garden requiring membership.

We would like to see a lot more sports coverage as part of building community pride. We believe there are opportunities for students to produce programming that would engage the community under our guidance and supervision.





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The best advertising is producing content that is share worthy.

**3.7 Provide photography and video services as needed.**

With a 2x Pulitzer winner as part of our team, photography isn't an issue. We also have 2 other photographers and enough equipment to outfit half a dozen photographers for an event. We've already demonstrated our ability to generate video content that is share worthy.

**3.8 Define and differentiate target audiences and recommend ways to reach target audiences, underrepresented groups and multilingual constituencies.**

We believe the core audience of parents/grandparents/guardians who decide where the kids go to school is our first priority. We believe that building relationships within each neighborhood is the most important first step. We will spend a lot of time on community outreach, setting up meetings, sharing our story. Sports schedules are another part of our plan to "invite the community" into our house. When was the last time you were given a free pass to come to a HS basketball game or soccer match?

How about having Dunbar play Thurgood at UD Arena? A captive audience, with 4 huge screens and an amazing sound system to tell 12,000 people our story?

We believe that by moving to a WordPress driven site, we can at least implement Google Translate to solve some of the multi-lingual issues, but that we also have to build properly translated welcoming pages for as many languages as we can identify as enrollment targets.

At present, there are no good sales tools for explaining why DPSD is the best place to send your kids. Charter schools have beautiful multi-page brochures; and do extensive (badly targeted) direct mail. By having actual neighborhood ambassadors we will be able to precisely target young parents in each neighborhood and have a way to get materials directly into their hands.

We also believe that having regular PK presentation nights several times a year will serve as a talent showcase to the community- giving us new ways to do outreach.

**3.9 Recommend specific marketing strategies and develop resources that would increase the enrollment at the DPSD, strengthen the DPSD' brand and build relationships with the community. Recommend strategies and develop resources to understand, address and turn around negative Responses and opinions from the community.**

To restate, by having neighborhood ambassadors, as well as by holding information sessions in each neighborhood, we'll have the opportunity to connect personally with more parents, and respond appropriately. Our constant flow of "good news" stories will give our fans tools to help us change the narrative of the district. You can't buy enough advertising to change perception, you have to count on earned media.

When it comes to enrollment processes, once we make them easy, we also need to follow up with things as simple as a Thank you card, from the school, signed by the





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principal- and including their business card.

**3.10** *Evaluate current marketing strategies and practices and recommend improvement strategies that take into consideration staffing and resources. Collaborate with DPSD department heads to ensure consistent district messaging. Develop resources and tools, such as templates and checklists. This includes print publications, social media communication, media relations, websites, and advertising.*

In thirty-one years of living in the city, in a well-organized neighborhood, we've very rarely had visitors representing the district. It's been over 20 years since Dr. Collins from Patterson Kennedy came a few times to our neighborhood meeting. Some school board members have come when campaigning, esp. for levy passages, but, there haven't been coordinated efforts to connect. We would change that. We'd be well equipped with brochures that explain the vision and direction of the district, some merchandise for people to win who can answer quizzes after watching our short PK presentation and our video. Because we've done the work to identify all of the staff and mined their stories, we'd work to share the inspirational talent that's in our schools for their kids.

The way we see our role is more like a carnival barker than as a buttoned down corporate PR department. At any opportunity to tell stories of our successes- or to manufacture news, we'll be there.

It's not about templates and checklists- it's about engagement.

We can also set up an internal training program to teach all employees how to handle the haters, with a steady flow of entertaining situational responses to the most common slams on the district.

We can also create a portal to enter contact info of a "hater" so they can get sent a steady flow of DPS love. It can be an automated process of web actions that are tracked. After completing the whole course- they'd win a t-shirt, hand delivered by the person that referred them.

**3.11** *Advise advertising strategy, including placement, content and budget. Receive, discuss and incorporate feedback from DPSD in strategy. Implement the agreed upon strategy, test results, adjust strategy, advise on resources necessary to maintain strategy, and provide training for long-term practice.*

Conventional agencies talk about creating campaigns, we ask what would the press release read? If it's not worth a media mention, it's probably not really advertising in our book. When it comes to "testing our results" – there are web metrics that we can install, through our marketing automation tool that will tell us who is looking at what on our site and for how long, however the real metric is enrollment and test scores. We believe the most involved parents provide us the best kids. By engaging them and asking them to share our stories, we'll be more likely to grow enrollment.

One of our favorite quotes about advertising: "Advertising is the plastic surgery of business- it makes the tired and old look fresh and new." We'd prefer to fix the negatives, and let the positives share themselves.



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**3.12** *Set up advertising tracking to identify the outcomes of advertising, such as phone calls generated, emails sent, web events on key sites (such as apply, visit District, explore a program). Receive, discuss and incorporate feedback from DPSD in strategy. In particular, advise, implement, and train on getting the most out of Google AdWords and Facebook Advertising analytics.*

We have tools that can track calls, per online ad if need be, however, we don't believe that spending more money on AdWords or Facebook advertising is the answer. Our marketing automation tool can alert us on visits to key pages, track people through the site- and initiate workflows for enrollment steps if need be. At this point, usability of the site would have to be greatly improved for these tools to be properly utilized.

We'd rather see people driven to the DPS youtube channel, or to share the stories on the site than pay to run the ads. As to search, by building a comprehensive list of school options on our own site, we'll be at the top of Google searches organically.

**3.13** *Advise on the sequential flow of communication to prospective students from interest to attendance, including recommendations for staffing, process and tools. Develop a realistic communication calendar, draft correspondence and incorporate District feedback.*

This is where marketing automation tools/inbound marketing tools can be magical. However, until we've completed our digital citizen survey, the amount of stock we'd put in this would be limited. We may have to do much of this manually, however, with neighborhood ambassadors in place, we have an extra tool to follow up on enrollment inquires- that can be a face-to-face home visit. As our library of good news stories grows online, many of these can be targeted to send to people to answer specific questions- such as:

- My kid is an ESL student- what can they expect?
- My kid is gifted, what is the path for gifted kids through the district?
- My kid is an athletic phenom, what do DPS programs offer that other districts might not?
- My kid has special needs, why is DPS the best choice?

**3.14** *Provide data gathering and analysis methodologies that will be utilized to develop strong strategies and build deeper understanding of target audiences. Produce one or more documents and reports as deliverables, including data analysis, findings, recommendations, templates, and training documents.*

Through the gamification of attendance, we also hope to be able to identify other factors of student success. We believe that the ultimate measures of marketing/communication success are increases in enrollment, better test scores, and increase in property values because of a perceived improvement in educational opportunities in Dayton.

There are several key constituencies to engage- obviously students and parents, neighborhoods, local leaders, state leaders, business leaders, philanthropic



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organizations, educators, however these groups are best sold by actual success stories as opposed to manufactured messaging.

Transparency of our methodology of turnaround is key, as is telling our success stories over and over in different ways.

By looking at website metrics, we should be able to clearly show increases in interest, with core constituencies. Any one who has registered an email with us, who comes to the site, will be shown to have activity and a lead score, that decays over time.

If you want to do a community attitude survey before and after a year of our work, we can incorporate a few perception questions in the digital survey.

**3.15** *Contracted firms will be expected to provide a detailed implementation plan clearly identifying how it will accomplish and provide services identified in section 3.0 which includes point of contact, rules of engagement, invoicing, and detailed timeline. The Contractor shall develop and submit to DPSD the deliverables as depicted in the table below:*

**Deliverables Schedule**

<b>Deliverable</b>	<b>RFQ Paragraph</b>	<b>Due Dates</b>
Implementation Plan, identifying timeline, strategies and processes for all items required in Section 3.0-3.14	4.3	15 days after award
Weekly, Monthly, Annual Reports as agreed upon during implementation meeting	4.4	TBD
Invoice	4.4	7 days after each preceding month

Sure- this is great, to do AFTER you pick a contractor. What it has to do with this RFQ we're not sure. Our POC is our collaboration site on our server, or any of our staff. No project outside of what is spelled out in our contract- which will be prepared AFTER selection, since this is just an RFQ, will be done without a signed off estimate with an attached timeline.

*Other deliverables may be added to the schedule as deemed necessary. The selected firms will adhere to deliverable schedule as negotiated. DPSD will review and comment on each deliverable within 10 days after officially receiving the deliverable. Any clarifications or adjustments will be made to the contractor which shall have 10 working days to revise and re-deliver the product. If the contractor has not received any comments from DPSD within the 10-day timeframe the deliverable will be considered accepted.*



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We very much appreciate you adding this approval schedule to the RFQ. We believe our private social network platform enables easy way to get consensus from multiple people quickly.

*3.16 DPSD seeks to distinguish the District as a premier choice for community students by raising the profile of the District in the marketplace through this engagement. As such, DPSD is looking to partner with a firm(s) who have distinguished themselves in the marketplace through industry recognition, awards, and/or accolades.*

Ad awards, for the most part, aren't that relevant. We've won over 70 ADDY awards from the AAF, including 7 golds. We've seen work given gold that wasn't real work, or sites that don't work winning the top prize.

The only ad award that we really value is the national EFFY awards for effectiveness- which have to have data to support the value they provide.

It's generally not an award competition entered by small firms.

*3.17 In addition to other requirements in this scope, DPSD seeks to partner with firms that can creatively respond to the needs of the students keeping consistent with District initiatives for College/Career Readiness.*

We're not sure what you are looking for here, however, over the last 5 years, we've partnered with Youthworks to give Dayton teens real world experience working in our shop. We're more than happy to open our doors to kids who are serious about a career in advertising, which has generally been ruled by white males.

We believe that some of our proposals will have a profound impact on changing the discussion for students about career options- especially our Profile Project. When students see the paths their teachers took to their current career we believe it opens eyes- and doors.

### **3 Operating plan (continued)**

*i. In detail, describe how Respondent would direct media plans and media buys as requested to include the following:*

- *Requesting proposals from targeted media*
- *Negotiating added value (in-kind) additional media*
- *Provide marketing media commission fee and rational for commission fee*
- *Securing coverage in television, radio, and print media outlets*
- *Collecting clippings, tracking results, generating reports*

*ii. Describe a hypothetical \$75,000 media campaign highlighting the importance of school enrollment. Detail proposed audiences and attendant media buys with an emphasis on maximizing added value and audience reach.*

The only really targeted media for DPS due to the strange boundaries of the district would be direct mail. This is costly, and less than effective. We already know where all the children in the district are- since we bus them now, or did bus them at one time. The



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only people we'd need to target is pre-school- and since we ceded that to "The PreSchool Promise/Learn to Earn" people, there is no need for broadcast campaigns of the type you are talking about.

We could spend money on outdoor- including billboards and bus sides and interiors, however, while this may be seen by lots of people, to increase enrollment and to spread the word- we believe direct neighborhood engagement will be more effective.

We'd prefer you spent the \$75K on hiring, training, and outfitting ambassadors in the 65 Dayton neighborhoods who work as first line truancy officers, bus stop monitors, and distribution points for every school age household. They would have a digital device to track kids getting on each bus, and would get reports back from schools of walking kids who don't make it to school each day- then follow up.

Until the results of our digital survey are back, we really don't know what the penetration of internet access is. If it's above 75% we'd implement an email heavy campaign, using a marketing automation system to build our campaigns effectiveness.

The idea of a clipping service is almost entertaining. There are limited media outlets in the community, and the cost of tracking news broadcasts is a waste of time and money. Use google alerts.

*b. Explain how Respondent would generate positive messaging through multiple platform communication channels – print, broadcast, online and social media.*

If you need examples of our ability to generate news items in print, look at the number of stories that were picked up from [esrati.com](http://esrati.com) in the Dayton Daily News. As to generating positive messaging, we produce watch worthy online media, and have built engagement organically. Again, depending on the digital survey, we'd look into using Facebook advertising tools to reach our target audience if we have enough penetration.

*c. In detail, describe how Respondent would schedule guest appearances for TV and radio talk shows, that would reach the diverse audiences of the DPSD community.*

We've established a network of contacts in the media and can pitch stories at any time. As part of our "Profile Project" we would send packages to media outlets that match their interests as we develop our own materials for our distribution. Since [esrati.com](http://esrati.com) is a local news outlet, we have a network of confidential sources that share info that they want to see get out- including news about their organizations. No other agency in town has these capabilities.

#### 4. Implementation Plan –

*a. Describe the proposed plan to implement campaign including budget allocations by media type. Include a timeline as well as ways to measure or monitor effectiveness.*

We don't see any reason to spend money on a media campaign at this point. The most effective campaign would be to increase attendance via the gamification program and the neighborhood ambassadors. If it's true that just getting kids to miss less than 10





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days of school gets us out of the academic basement, we'll get enough free press from the dramatic improvement in scores.

The critical element we're trying to rebuild is trust. That's only going to come with coherent communications directly to parents about things that are going really right within the district.

Our kids can take home materials that can do more to change brand perceptions, especially if they are targeted to each neighborhood.

The real question is how much can we afford to print? Newsletters, handouts, invites, door hangers, handbooks, these are the tools of the revolution within our community.

##### **5. Reporting Plan – SEE ATTACHMENT WITH PRETTY GRAPHIC**

*a. Describe the proposed plan to provide campaign updates to DPSD.*

We can provide bi-weekly presentations of what we've done, who we've talked to and what our stories are. We'd imagine this is a standard part of cabinet meetings. We can tell what stories and videos got the most views, shares and comments.

We can share what stories got picked up in the local media.

*b. Describe what metrics will Respondent collect and provide to DPSD.*

Metrics are great for sports, but the only metrics that count are increasing attendance and better test scores. Higher graduation rates are the goal, as well as more scholarships.

We can measure all kinds of webstats- but, without a digital citizen survey, we won't be able to gauge how relevant they are.

*c. Provide a sample quarterly performance and status reports from past contracts that Respondent has facilitated.*

Our clients keep paying us. Our clients are more interested in their P&L than reports.

*6. Provide any additional plans and/or relevant information about Respondent's approach to providing the required services, including any offerings in keeping with DPSD's initiative for College/Career Readiness.*

The second part of this is a repeat from 3.17 above.

You want additional information about our approach- go read our website. Learn something. Compare it to the other bidders sites. Some people talk about themselves, others share information to make you smarter. Which do you want to work with?

Do a few google searches and see what sites pop up.

Suggested search terms:

Rhonda Corr, John McManus, David Lawrence, Lori Ward, Kurt Stanic, Thurgood Marshall High School Dayton, Dayton Learn To Earn.

See if any other bidders sites show up.

Try searching for "Advertising agencies in Dayton Ohio" – see what's on your search results.

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DPSD RFQ 16-846Q RESPONSE

## Attachment II

*1. Describe Respondent's experience relevant to the Scope of Services requested by this RFQ. Identify associated results or impacts of the project/work performed*

The Next Wave has done some of the most transformational branding in Dayton, and has been the "Agency of Last Resort" for many damaged organizations. Turning negatives into positives is one of our strong suits.

A case study in transformational rebranding that we're well known for is the award winning work we did for Mendelsons Liquidation Outlet.

The Next Wave took Mendelson's reputation as a big, dirty, retailer/liquidator of questionable repute offering minimal customer service and transformed it into a hip, cool place to go on a shopping safari. "*The first place to look for every last thing*" tagline is not only a nod to the brand's heritage as a liquidator, but because finding what you wanted in the giant store also required extra effort on the part of the consumer.

A complete transformational branding exercise, we introduced a new logo, tagline, brand voice and created a memorable television campaign that changed the way people thought of Mendelsons. Shooting in a warehouse is no easy task when your client needs it to look less like a warehouse for television. Our early adoption of digital production meant we could reappropriate budget typically reserved for post-production into the lighting and staging the building required. To this day we pitch video projects to our clients with the line "we have enough location lighting to actually see inside Mendelson's."

Crafting stories that can be believed is a critical part of brand realignment.

Understanding your community is another.

There are 65 distinct neighborhoods in Dayton. Yet, there are only a few that have seen increases in property values over the last 30 years. The Next Wave is located, and 50% of the staff, live in the South Park Historic District. We've been an integral part of the turnaround and growth of the neighborhood and the efforts to promote the district.

Starting with the 1996 30 minute video, [South Park Soliloquy](https://youtu.be/QtlogCG-wN4), <https://youtu.be/QtlogCG-wN4> which established the neighborhood as a group of like minded people, instead of a collection of "historic homes." Our understanding of grassroots based community development, and our contacts throughout the city give us an edge in taking the new DPSD message to the community.

We are also the only agency to have our own bully pulpit to reach the community. Since 2005, [esrati.com](http://esrati.com) has been a bastion of independent institutional knowledge for the community. This website, with over 2,600 posts and 250,000 comments, serves as an information gathering tool to check the pulse of the community. Because of its outstanding SEO, well-tagged and curated content, we often know about key issues before other media outlets due to search spikes. We've known when every previous DPS superintendent has been interviewing for jobs, often before the board knows. [esrati.com](http://esrati.com) is a trusted source for a segment of the community that considers itself well informed; thought leaders, community leaders and politicians are all readers. We've also been the launch pad for many stories that appear on the front page of the local paper.

Three of the latest revelations first read about on [esrati.com](http://esrati.com):

- Segregation of black female prisoners in the Montgomery County Jail.
- Illegal appointment of Wilburt Shanklin to the Montgomery County Veterans



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#### Service Commission

- New law in Ohio requiring transparency on medical billing.

Our ability to reach not only the influencers, but the media, is an unparalleled resource that is unique to our agency.

*2. Describe Respondent's specific experience with public entities, especially urban K12 school districts (other than DPSD). Use Attachment VIII for this purpose. (See Section 5.5)*

Our experience with public entities is limited, and our only experience with urban K12 school districts has been with DPSD, unless you count printing for the Paterson NJ schools.

Other work for public entities are a few small projects for the Veterans Administration (we don't have a GSA schedule), some banner stands for the State department of Veterans Affairs, and the same for Montgomery County.

*3. Provide portfolio of samples of the following work completed by Respondent. For each sample, briefly describe the work Respondent provided.*

As an agency that's actually operating in 2017- our portfolio is on our website:

[www.thenextwave.biz](http://www.thenextwave.biz)

It's secure, works on your phone- and can display video- unlike a printed proposal. Note, Google recommended everyone use HTTPS in April of 2015. Check our competitor's sites to see if their sites are secure. Yours isn't.

#### *a. Consumer print*

Most replacement window ads look the same. Most companies drive you nuts with long, forced sales pitches. This branding, tagline, and minimalist "zen" approach to selling windows differently has been transformative in the industry. The company, which started out with one burned out window salesman, now has over 35 franchises across the country.





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*b. Newspaper*

Dayton Bombers Santa Ad


Howard Luck Gossage said "People don't read ads, they read what interests them, and sometimes it's an ad" - This ad was read. People bought tickets. It won a Gold Addy.

**INSIDE THE**  

# RINK

  
**FOR ALL YOUR HOCKEY NEWS**

IT'S HOCKEY SEASON
NUTTER CENTER
FREE PARKING!



"I Can't  
Make  
Gifts  
This  
Good."

## SANTA CALLS IT QUILTS!

*Trades In Sleigh For Zamboni.*


In a press conference earlier today, Santa Claus, the fabled gift giver stated "I'm retiring the old sleigh and taking the job driving the Zamboni," claiming that his elves just can't make the kind of toys children want anymore - "now they're all made in China." The final straw for Santa this year was when the Dayton Bombers announced their Santa Season ticket plan. People can buy a half season ticket plan and get four free additional tickets for Bombers games in December. Santa, making a dash for the chimney said "I can't make better gifts than these," ending the press conference.

GENERAL ADMISSION TICKETS

Adults Silver/Gold	<b>\$10.50 / \$15.50</b>
Military, Students, Seniors	<b>\$9.50</b>
12 & under (no discounts)	<b>\$5.00</b>

no multiple discounts on tickets

BRING THE  
ELVES!



HOCKEY DECLARED  
MOST POPULAR  
FAMILY  
ENTERTAINMENT  
AMONG NORTH  
POLE RESIDENTS.

see page 4

SANTA SEASON TICKETS

OFFER GOOD TILL DECEMBER 20, 2002

18 TICKETS + 4 FREE GAMES + FREE GIFT

★ SILVER SANTA PASS ★

\$162    SAVE 30%

★ GOLD SANTA PASS ★

\$234 (front 6 rows)    SAVE 32%

CALL ABOUT HOW TO MAKE IT A FLEX PLAN  
& OUR MILITARY, STUDENT & SENIOR DISCOUNT

937.775.4747

DAYTONBOMBERS.COM

*c. Digital/Online*

Even though it's not completed as of this writing, take a look at [www.theseedlings.org](http://www.theseedlings.org)

It's the site for the seedling foundation, which supports Stivers School for the Arts.

Secure, responsive, it quickly and clearly makes a case for why you should support the foundation, and what it does for the district. We're in the process of moving them from a proprietary expensive donation platform to the Open Source CiviCRM- which will cut their costs considerably, and provide even more functionality.

*d. Broadcast (to include written scripts)*

<https://youtu.be/KRYb6uvlom4>

There ain't no "F" in Dayton.

How we present our vision of school transformation- without the rebrand- or the force of being an official voice. This is the kind of messaging we'd do for the district.

*e. Radio (to include written scripts)*

Reading a radio script is kind of like thinking you know how a dish will turn out by





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reading the recipe.

The Dayton Bombers would wrap each game around a theme- requiring a whole lot of sponsor/item mentions. The key was to make the spots entertaining.

This one had a so many disjointed offers- including “Free Banger Sticks” - and yet we still found a way to tie it all together.

<https://thenextwave.biz/project/dayton-bombers-1-audio/>

f. Collateral

We’re known for our collateral. In fact, our school selector brochures for DPSD won awards for your PIO.

These were basic information parents needed to compare and comprehend the offerings of DPS.



4. Describe Respondent’s unique point-of-difference within the following:

- Position in the marketplace
- Strongest capabilities or service niches

The Next Wave wasn’t built as an advertising agency. Our mantra is “Our job is to make you more money than you pay us”- and our tagline is “Create Lust • Evoke Trust.” We look at brands holistically and strive to solve communications problems with the most efficient tools, using the latest (hence The Next Wave) tools. We were first with the Mac, full digital video, early on the web, first with open source content management systems, early in CRM, and early in Marketing Automation.

Our strength is in our speed to results. Because we own our own tools, from video cameras, to servers, to large format printers, and offer retail printing and promotional items as commodities, we are able to turn projects incredibly quickly, giving our clients the ability to stay in front of their audience for less. Our value is in our ideas and execution- not in markup.

5. Provide client list with year acquired. Use Attachment IX for this purpose (See Section 5.5a)



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Client list on Attachment IX

*6. List any other resources, including special relationships, equipment, etc. available to support this project.*

We have strategic alignments with a printing conglomerate that can deliver 4/c printing next day, we've got accounts with major clothing and promotional item companies, allowing us to deliver promotional items and clothing at the lowest price.

Our own capabilities include:

A fully managed LAMP (Linux, Apache, MySQL, Php) server in a datacenter in Detroit. It utilizes Cpanel, to make it easy to transfer accounts in or out.

A 42" HP 6 color printer in house

A 12x18 Konica Minolta full color duplexing color printer in house

Full HD video editing and production in house including digital cinema camera, fully stabilized gimbal camera, as well as DSLRs, a teleprompter, 3 chip cameras, record to raw or pro-res on digital media for long form, streaming capabilities, as well as audio and lighting packages capable of producing a indy film.

We've also own 4 digital projectors, 2 screens and a PA to do presentations at multiple venues simultaneously.

We're a preferred partner for a marketing automation system

*7. If Respondent is proposing as a team or joint venture or has included sub-contractors, describe the rationale for selecting the team and the extent to which the team, joint ventures, and/or sub-contractors have worked together in the past.*

We're not proposing as a team or joint venture, however, we utilize sub-contractors to expand our capabilities or to deliver projects quicker. We work with people we know, who are proven, tested and trusted leaders in their fields. We have a large network of available talent to choose from, stemming from David's high level contacts in the industry. Having worked with industry leaders like Sally Hogshead and Luke Sullivan open doors to professionals across the globe.

There isn't another agency head in Ohio, who has met personally with Dan Wieden from Wieden + Kennedy Portland- agency to Nike, Rich Silverstein of Goodby Silverstein and Partners, famous for "got milk" and Alex Bogusky, Ad Age's "Creative Director of the Decade" for the period between 2000 and 2010. Bogusky is the industries most radical insurgent, and was responsible for everything from the "Truth" anti-smoking campaign, to the launch of the BMW Mini in the US- "Let's motor"- to the Domino's "Pizza Turnaround" campaign- as well as relaunching Burger King to relevance with the "creepy king" and "Whopper Freakout."

*8. State the primary work assignment and the percentage of time key personnel will devote to the project if awarded the contract. Include Project Lead name and contact information. Respondent may include organization chart outlining roles and responsibilities as it relates to this Request for Qualification*

This question isn't relevant to the way our team works or what we are proposing. For example, while website work is primarily done by Alex Snell, content creation is done by everyone on our team. We work together on strategy, research, planning. Our commitment to this contract is to get what we propose done, within a fixed budget. All of our personnel are key as are our clients.



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9. Provide resumes for key staff members that will be assigned to this project. Identify the number and professional qualifications (to include licenses, certifications, associations) of staff to be assigned to the project and relevant experience working with the specific (sic).

See our resumes.

**David Esrati**

Dayton Resident

Well known to DPSD, David has worked with some of the top creative talents in the country including Sally Hogshead and Luke Sullivan. His blog, Esrati.com, has over 2500 posts about Dayton and it serves as an early warning device to issues in the community thanks to the wonders of the web.

A student of the craft of advertising, David is capable in multiple disciplines on top of being the creative strategist for The Next Wave.

Skills include: writing, photography, video production, graphic design, media buying and marketing strategy.

He's been producing award-winning work for 26 years. He has a BSB Business from Wright State, and is a Service Disabled Veteran.

**Alex Snell**

Dayton Resident

As a lifelong musician, Alex began learning how to code at the age of 11 in order to put his music online.

His extensive web skills are nicely complimented by the skills in language and rhetoric as well as critical thinking due to his BA in English from Bowling Green State University. He also does design, UX, and works in video in a pinch. He is the son of a Service Disabled Vietnam Veteran and a Dayton native.

During his time in college, Alex used his skills as a web developer to implement gamification into one of the student organizations he participated with in order to increase student membership -and the overall enjoyment of participation by assigning unique awards or "achievements" to a student's personal profile based on completing certain tasks on campus. Developed in 2011, a time of only burgeoning smartphone adoption but plenty of public PC stations to access, the website was used by the student organization completely unchanged until Spring 2016.

**Jennifer Selhorst**

Dayton Resident

Multi-talented project management, business management, account service and social media manager, Jennifer keeps everything humming including our books. Jen has a BSB in marketing from University of Cincinnati. She's our resident Star Wars nerd and see's the world through the eyes of her 8-year old- that helps us with our voice to young people. She also has extensive experience working with low-income assistance programs from 10 years in property management. We find her knowledge of the challenges facing Dayton residents to be one of our core strengths.





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OUR JOB IS TO MAKE YOU MORE MONEY THAN YOU PAY US.

### **Jonathan “Cody” Smith**

Xenia Resident

Cody is videographer and a storyteller. Most of us wear multiple hats, but Cody is a specialist with a more focused scope - to go out, gather footage, and create a visual narrative with engaging video. A student of his craft, his interests include screenwriting and photography. He has an Associate of Arts Degree from Southern State Community College.

He’s also a dogged researcher, finding information on the web that others can’t.

#### **Extended Team:**

### **Greg Cutshaw**

Oakwood Resident

A seasoned designer who vacations in Michigan in the summer and lives in Dayton in the winter, Greg is our Master Craftsman when it comes to branding and standards manuals. He’s done more annual reports than anyone in the region, and spent two years doing college viewbooks exclusively (examples of US Merchant Marine academy and Howard University are included in Case studies). A BA from Alma College in Fine Arts and English, along with advanced studies at Wayne State in Advertising Design and Pratt Institute in Computer Graphics round out his educational vitae. He’s managed projects inHouse at The Next Wave for short stints several times.

### **Larkin Vonalt**

Dayton Resident

Writer bar none. A veteran journalist, she’s also the proud mother of a Stivers grad. The recipient of the 1998 Montana Arts Council Fellowship for Creative Non-Fiction, Larkin earned numerous awards, including the prestigious Silver Gavel Award for her work covering the criminal justice system. She has been recognized regularly by the Montana Newspaper Association for excellence in the areas of Community Service, Freedom of Information, feature writing, healthcare and sports. In addition, Larkin was the protégé of former US poet laureate Howard Nemerov, and she is currently at work on a book about the Wright Brothers.

In 2007 Larkin and her family relocated in Dayton after an exhaustive nationwide search for the right public Performing Arts High School for their son, Julian, a gifted cellist. Stivers School for the Arts was a perfect match, and the family has happily resettled in their Dayton View neighborhood. Always active in her community, Larkin is inspired both by the challenges Dayton faces and the gritty “can-do” sense of spirit she has found in her new hometown.

She worked with us on the School Information sheets as seen below.

### **Larry C. Price**

Oakwood Resident/Global Citizen

As a friend of The Next Wave, Larry has honored us with his photographic skills- and his insight in visual storytelling. A two-time Pulitzer prize winner for photojournalism, an Olympus fellow, and an Emmy award winner, when he isn’t traveling the globe shooting for NGO’s and the Pulitzer Center on Crisis Reporting, he likes to stop in and talk shop,



OUR JOB IS TO MAKE YOU MORE MONEY THAN YOU PAY US.

shoot incredibly good portraits of us with anything from the newest Olympus camera to a low-tech Soviet-style Lomo.

**Tim Langenderfer**

Kettering Resident

When we need illustration that's photo-real, or super-stylized we turn to our former tenant, Tim Langenderfer who worked together with David Esrati at Graphica in a galaxy far far away and long ago. Tim has taught illustration at UD, and now teaches high school art at Lehman High School in Sidney while also continuing his freelance illustration studio.

*10. Identify industry awards, recognitions, and or accommodations the firm or team member(s) have received.*

We've won over 70 American Advertising Federation awards for excellence in advertising over the last 26 years. Larry Price has been awarded the Pulitzer Prize for Photojournalism twice and also has an Emmy award. Greg Cutshaw's work has appeared in Print, Communication Arts, he's won Addy's, had his work in the One Show. Tim Langenderfer's work has been recognized in Print, Communication Arts, and has won numerous ADDY awards.

David Esrati was one of the Dayton Business Journal's 40 under 40, and his twitter account is one of the top 25 to follow in Dayton.

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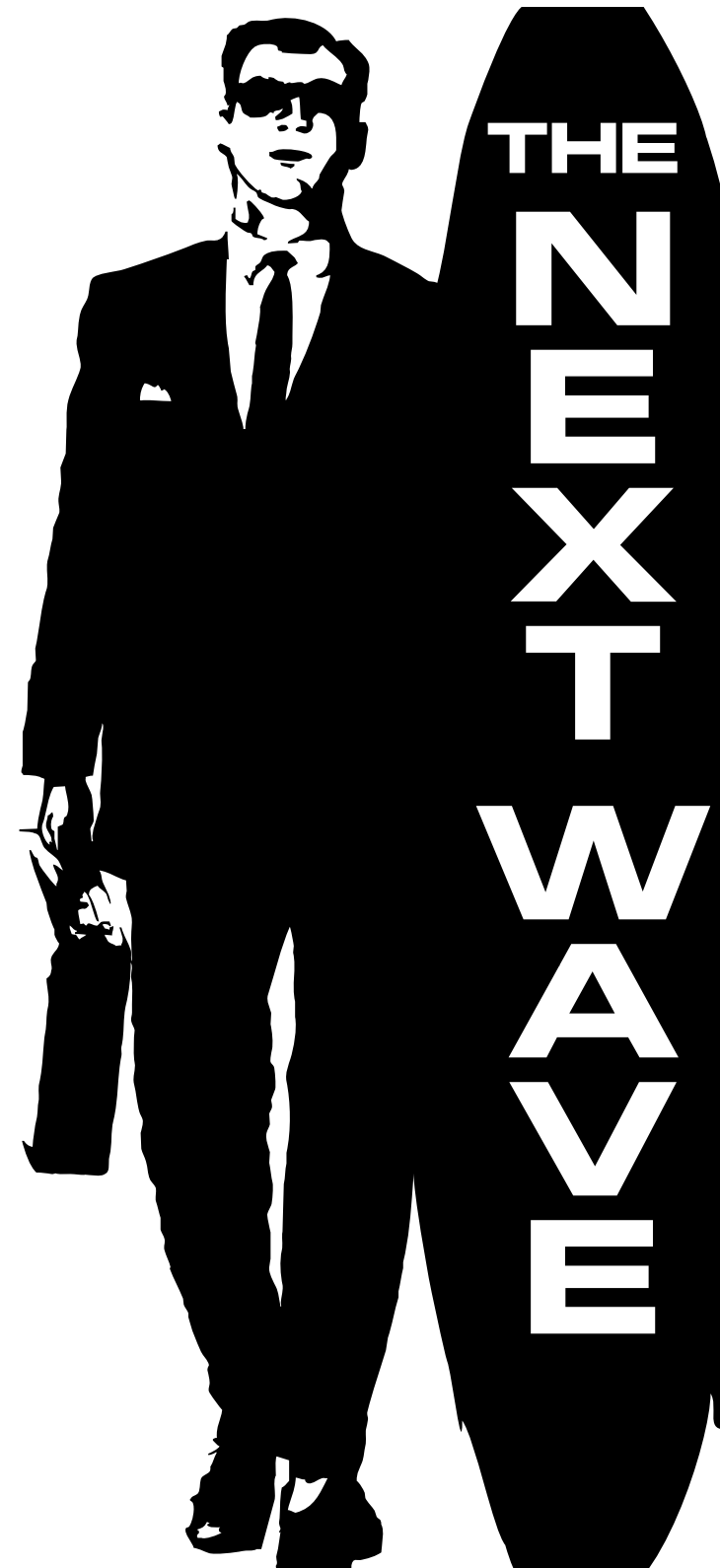


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# CASE STUDIES



# 1 INTRODUCTION

This is the “get to know us bit.”  
It’s really not about us. It’s about what we can do for you and how we can make your customers love and trust you.  
That’s the secret of marketing.  
Create Lust • Evoke Trust



## Agency History

The Next Wave is an Ohio based sole proprietorship founded in 1990 by David Esrati.

We were one of the first to use a Macintosh for print production and then to do full digital video in house. Our early websites looked good, but were useless brochureware. We evolved to become one of the area leaders in using social media and open source tools to build web presence and business for our clients. In November of 2005 we hosted the first seminar showcasing WordPress as a CMS. We now present [www.websitetology.com](http://www.websitetology.com) monthly and have given this seminar across the country.

Along the way we’ve filled our bathroom walls with awards, helped businesses find their voice and been [threatened with expulsion from the Dayton Ad Club](#) at least twice (once for a guerrilla marketing campaign at

a guerrilla marketing seminar).

Our building was a former corner grocery, that we bought in 1988 on the day the stock market took it’s first big dive. The building was \$2,200 and the back taxes were \$2,400.

People who’ve worked here have gone on to work at much larger agencies and design firms across the country including FROG design, IDEO, Resource Interactive, FRCH, Fitch and others.

The Next Wave is an [Certified Service Disabled Veteran Owned Small Business](#), [HUB-zone](#) and [OHIO EDGE](#) eligible small business.

## Agency Philosophy

We make you more money than you pay us.

Create Lust • Evoke Trust

## Agency Capabilities

- Brand and image building
- Efficient communication strategies
- Marketing integration
- Strategic use of technology for message delivery
- TV, Radio, Web, Print, Direct mail, guerrilla campaigns.
- Search engine optimization/content management

- Social media amplification
- Media planning/buying
- HD video production
- Guerrilla advertising/marketing
- Event Planning/Management

## Differentiation

We’re a small agency with large ideas. with extensive knowledge of the Web, SEO and non-traditional marketing.

Full service shop: concept, design, print, production, etc.

We own many of our production tools: 42” 6 color printer, 12x18 4 color printer, full photo studio/video studio.

Strategic alliances with another video shop to share equipment, and manpower as necessary.

First agency in Dayton to go directly to film from a mac for print. Also the first to utilize digital video from start to finish.

Monthly Websitetology seminars, teaching business owners how to utilize web 2.0 to grow their business.

We like each other in the office.

Our dogs help us screen new clients for fit.

Our specialty is making advertising (and all that is contained in that very broad field) that makes you money and that people enjoy. When we do our job right paying us is easy. We don’t work for just anyone. You have to love your business as much as we love ours. Everything you read about here is a product of love, not work. That’s the way we like it.

## Current Clients

Masonic Center Dayton  
Las-Stik / Fix-it Guaranteed/  
Rufus Dawg  
Coco’s Bistro  
Skin, An Apothecary  
Pizza Factory

## Past Clients

Sodexo Marriott  
Veterans Administration  
Ohio Department of Development  
Reynolds & Reynolds  
The Berry Company  
Daybreak  
DeBartolo Sports  
Mendelsons Liquidation Outlet  
Muffler Brothers  
Blue Moon/Eclipse  
Pacchia  
Bakehouse Bread & Cookie Company  
Compuserve  
2Checkout  
Dayton Bombers (2 owners)  
Dayton Dynamo  
Dayton Wings  
Hauer Music  
Mark Philips Salon  
Premier Bariatric Surgery  
Zen Windows

## Relationships

### Coco’s Bistro

Coco’s didn’t use us in their first incarnation, but watched carefully as we built the Pacchia franchise, fixed the Blue Moon image issues and saw how our

work for Pizza Factory had created a premium brand.

Because of our superior customer service and ability to take care of everything from help in designing the restaurant floor plan and work flow to brand, signage and complete web and print support, there has never been a reason to switch. All deadlines are met, all bills are paid on-time.

### Las-stik, Fixit Guaranteed, Rufus Dawg

Our ability to work within incredibly tight budgets, using two colors instead of four, finding inexpensive printing, being able to create the kinds of packaging designs that sell products without assistance has been the fundamental glue that’s kept this relationship going.

We’ve also invested time in learning our client’s business and made it our job to be credible advisers.

### Pizza Factory

When we were working for his former partner, we were told we could work for any pizza operation in town, except Pizza Factory.

After his former partner stiffed us on a bonus payment and Bill opened his location around the corner- we embarked on a long



## 2 INTRODUCTION continued

The way 99.999% of ad agencies begin is that a few young guys who are working for some old guy, decide they can do it better, steal a plum client and set up shop. The story is as old as the business.

We didn't. We didn't even start up as a partnership – although that originally was the plan. This agency is 100% organically grown.

Our true roots come from selling retail hi-fi. David played the sax in junior high, needed a tape deck and went to work at age 12 at Coventry Audio in Cleveland. He's been selling ever since.

If you want a fascinating story on how he did it all wrong for a decade, ask him. He had an epiphany at 22, and it changed the way he approaches selling for the rest of his career.

process of reinventing the Pizza Factory brand into a premium pizza carry-out and catering service.

Always a work in progress, always with very tight budgets, we've helped build a cult-like fan club and projected confidence in their catering business that other single shop pizza places envy.

It also helps that David and Bill have become good friends and play ice hockey together (this year on the winning White team in Huff-n-Puff).

### Freelancers

**Larry C Price** - Photographer, editorial

<http://larrycprice.com/> As a photojournalist, Larry has amassed a wide range of experience and developed a versatile style that enables him to move easily from editorial work to corporate and advertising photography. Now based in Dayton, Ohio, Larry has worked for six metropolitan newspapers, including The Philadelphia Inquirer, The Sun in Baltimore, the Fort Worth (Texas) Star-Telegram, The Denver Post and the Dayton (Ohio) Daily News. During the early 1990s, Price worked on contract with National Geographic.

His photographs have appeared in Time, Newsweek, U.S. News

& World Report, Geo, National Geographic, LIFE, Audubon, Communication Arts, Texas Monthly and other national and international magazines and newspapers. Corporate clients, including IBM, HarperCollins Publishers and Olympus America Inc., also have used Larry's work. At Olympus, Price is a designated "Visionary," one of five professional photographers contracted by the camera company to produce images and provide feedback on new product lines.

As a photographer at the Star-Telegram, Larry won the 1981 Pulitzer Prize for spot news photography for his coverage of the 1980 coup in Liberia. He won a second Pulitzer Prize for feature photography in 1985, as a photographer for the Inquirer, for a portfolio documenting civil wars in Angola and El Salvador.

Larry has been honored by the Overseas Press Club, World Press Photo Awards, the Pan American Press Association, the National Press Photographers Association and the Society of News Design and The Associated Press. He also has participated in 13 Day in the Life projects, including the acclaimed "Day in the Life of America" and "Day in the Life of Africa."

**Larkin Vonalt** - Writer, editorial  
[athousanddays.wordpress.com](http://athousanddays.wordpress.com)

Writer par none. As a veteran journalist, she was twice nominated for the Pulitzer Prize. The recipient of the 1998 Montana Arts Council Fellowship for Creative Non-Fiction, Larkin earned numerous awards, including the prestigious Silver Gavel Award for her work covering the criminal justice system. She has been recognized regularly by the Montana Newspaper Association for excellence in the areas of Community Service, Freedom of Information, feature writing, health care and sports. In addition, Larkin was the protégé of former US poet laureate Howard Nemerov, and she is currently at work on a book of essays.

In 2007 Larkin and her family relocated in Dayton after an exhaustive nationwide search for the right public Performing Arts High School for their son, Julian, a gifted cellist. Stivers School for the Arts was a perfect match, and the family has happily resettled in their Dayton View neighborhood. Always active in her community, Larkin is inspired both by the challenges Dayton faces and the gritty "can-do" sense of spirit she has found in her new hometown.

**Lou Lozada** has worked at and with The Next Wave over the last 8 years. He is a graduate of the Miami Ad School as well as the University of Central Florida. Starting out as a junior art director at del Rivero, Messianu (now ALMA DDB), Lou worked on accounts such as Volkswagen, Continental Airlines and McDonald's.

Later, as a senior art director at Contacto Leo Burnett, he was one half of what became only the second Hispanic ad agency team to ever win the most coveted award for advertising creative - the Cannes Lion. Lou is an avid and enthusiastic designer, thinker, photographer and surfer.

**Nick Satinover** holds both MFA and BFA degrees in Print making/Studio Art from Illinois State University and Wright State University respectively. He picks up extra experience as a strategist/critical thinker at The Next Wave and teaching foundations studio courses at the University of Dayton.

Nick also serves as the office proofreader. Nick was a 2007 Yeck Fellowship recipient, exhibits his artwork both nationally and internationally and has published several articles in creative journals.

His retail experience working

for Dingleberry's gives him an encyclopedic knowledge of great music and what really goes on between the stacks of a record store.

# 1 INTRODUCTION/OPERATIONS

One of the things we do is share our secrets.

We've had other local agencies take our websitetology course and we've even let unemployed people in our biz take it for free to add to their toolbox. One of those people is now running a large, old Dayton agency.

We provide [a list of the competition](#) in Dayton, Cincinnati and Columbus. We expect prospective clients to shop us. We want you to. But, we also know that our list ends up on the top of search since so many agencies still don't understand the web the way we do. We are also the first stop for anyone in the field moving to the region, giving us a first shot at the best in the business.

## Gatekeeper/Open Door

Not only are our doors open, so are our books to our clients.

We are happy to have calls, visits and collaborations. However, we try to keep absolute track of time spent on the account using our inhouse project management/time tracking/billing software Studiometry.

All communications are tracked and all project discussion, approval process, etc. are managed in HumHub. With each project we can track hours, expenses, phases and approvals.

## Billing

We generate estimates and invoices via Quickbooks accounting software. Both can be e-mailed instantly or mailed during the business week.

An estimate will feature descriptions of work proposed and projected prices for each work item as well as a total.

An invoice will feature a line-by-line breakdown of labor and expenses as well as a total.

We receive payment for invoices via check, credit card (may be done over the phone), or through electronic transfers.

Once payment is received for an invoice, it is marked paid and will be e-mailed for your records.

Our time management program, Studiometry, can also do similar invoicing, with time breakdowns and handle retainer accounts.

The latest version offers Quickbooks integration which we haven't had a chance to investigate yet.

We have no problem accounting for our time or holding to agreed upon budgets.

## Starting A New Account

The first key for any agency is to know why they were picked over the competition. Strengths, weaknesses and what the client expects the agency to do to grow into the perfect partner.

We typically begin with a "deep dive" into your history, brand, packaging, product lines, competition and of course advertising.

The client should offer some trade publications, trade terminology and a full explanation of their systems and processes to the agency. The agency should do the same. Speaking the same language is very important.

Begin to work collaboratively establishing the creative brief. Regular meetings to gain insight into product, priorities and plans should be scheduled.

We've already begun researching trends in your industry, competitors' strategy/design and social me-

dia mentions, however, only you know your business inside and out.

The more product information and statistics you make available to us the we can better understand where our marketing ideas may offer the best results. We would need to be able to have an open and consistent dialogue in order to create and move forward with changes in a timely manner.

Most importantly, both sides need to know what the expectations are.

## Successful Relationships

Apply the Golden Rule – Treat each other like you want to be treated.

Include regular meetings to evaluate the creative brief, check if projects, goals and objectives are still in sync with strategic and tactical operations.

Track sales data, work together on new products and opportunities.

Keep an open dialogue.

Regular feedback.

Prompt payment of all invoices.

Having long range plans that are adhered to.

Build a spirit of partnership

The best advertising is only created in the absence of fear. A successful joint effort is achieved only through mutual respect of

intelligence and expertise.

When the agency has the opportunity to be totally absorbed in your product, people and culture, better work is created.

Exposing agency people to client weaknesses and secrets may cost more money (service time) and involves some level of risk. However, the best relationships involve an agency client relationship that is totally immersed in the product.

When an agency team thoroughly understands its client's corporate culture, it will more likely create campaigns that endure.

Approvals should be simple and disapprovals kind.

Honesty works. If you don't like something, say so.

Be specific. Don't ask for a new execution simply because "this isn't working for me".

Be kind. Think of the commentary as if you are evaluating the person.

On focus groups and research David Ogilvy said: "Most people use research in the same way a drunk uses a lamp post: for support rather than illumination." Steve Jobs said it wasn't the customers job to know what they will like.

Lastly, advertising should be fun. We love what we do and hope you can enjoy our enthusiasm.

## The craft of advertising

Once you've visited our offices, you'll see a ton of books in the conference room. There are more upstairs. We're students of the craft of advertising. We love to talk about it, we love to analyze it and most of all, we love to make it.

That all being said, putting value on what we do is a difficult process. What was the value of the Nike swoosh or the "Just do it" tagline? Why did Steve Jobs sweat the smallest details and drive so many people nuts with his quest for "insanely great?"

It's because when you do advertising, branding, design, buzz, marketing right the amplification turns past eleven.

We've worked our entire professional lives to get to the point to do work for you, and all we want to do now is put it all into action and watch the growth.

It's our goal to find the unique selling position, the secret sauce, the something that your competition can't claim. Then, we plan to engage the community in a way that the big companies can't and the small companies won't and propel your business into an enviable, one of a kind niche that belongs to you and you alone.

## 2 Las-Stik Mfg.

The “Gitum” dust cloth has the distinction of owning the longest continuously offered part number in the GM line. Available to dealers since 1923, this low-tech duster has a long history and loyal following.

Walking into The Next Wave, our accountant-come-manufacturer brought a pile of old packages, ads and keylines. We spent days going through this treasure trove, learning all we could about the history of the Las-Stik company and falling in love with the classic branding. Ultimately, we decided the best approach would be to reestablish Las-Stik’s heritage. We began by redrawing their classic logo from the twenties, adding a new oval with the words “manufacturing company” and “since 1915” to further position the brand in a historical manufacturing context.

Instead of producing separate packages for home and automotive uses, we transformed the product bag into a dual sided package. One side could be displayed for home products and the other side for automotive. This minimal effort saved the company needing another packaging design and cut costs. We were able to achieve an economical result even as we added color and style to the package design.

When a former Arthur Anderson accountant bought the Las-Stik manufacturing company his first stop was another local agency that did one more packaging and logo redesign, following in the footsteps of other agencies over the last 70 years.



### Expansion follows confidence

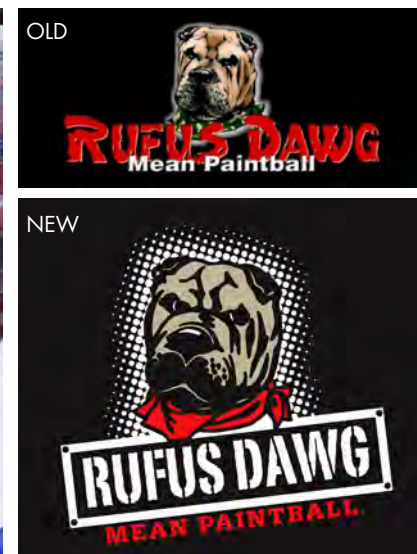
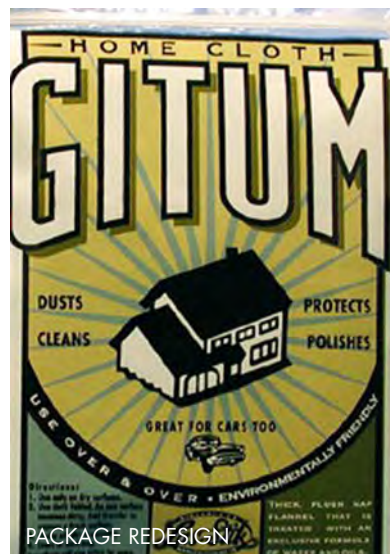
The new package sold so much better than the “modernized” designs, Las-Stik tasked us to create a new brand using an old trade name: “Fixit Guaranteed.”

This line of automotive accessories is distributed mostly at license bureaus and convenience stores across several states.

Marked by a 2 color, red, white and blue scheme, these products paired with our branding have helped Las-Stik manufacturing continue to grow.

### Mean Paintball

The most recent acquisition to the Las-Stik family is “Rufus Dawg,” so called “Mean Paintball” products. This brand comes to us in desperate need of cohesion. They are a high-end manufacturer of tag balls and accessories and we have been contracted to complete a total packaging overhaul and company rebranding.





# Sports Marketing

We have had the opportunity to work with 4 different troubled sports franchises, each in less than ideal situations. The key to sports marketing is ample preparation, preferably in the off season. This preparation should be complete with budgets, schedules and full access to players,

## Dayton Dynamo: Major League Indoor Soccer

After years of struggling in an Englewood soccer barn the team moved to the Nutter Center. Suddenly, they were faced with 10,000 seats to fill, lousy acoustics and great sight lines... of mostly empty seats. Because soccer, especially indoor soccer, was never well understood by many Americans, we embarked on an educational campaign. We produced a tabloid sized program that sold for a single dollar at games. The center section had the rules of the game and the officials' signals. The simple eight-pager gave fans a huge autograph platform, distributed news of each game and provided room to promote a sponsor for that night's game.

## Dayton Wings: World Basketball Association

We were brought in after another major local agency mishandled the ticket value for the entire first season and had to generate interest in a hurry.

The inaugural season started out with a five game losing streak with little to no draw. The previous agency suggested a "Bounce back" campaign. If the team won, you'd get to come to the next game for free. Simultaneously, the team made some player changes and went on to win every single other game that season—to a house of no cost ticket holders. Season two began just as dismally. We faced competition for attention with the Olympics, which were going to allow NBA players to play for the first time.

facilities and a team of dedicated professionals.

We have never had that opportunity. Typically we are asked to come in last minute and fix what other "marketers" have screwed up. Here are brief overviews of what we did with each organization over time.

Our solution was to a \$300 press conference to announce that we were challenging the "dream team" to a charity match and offered a half million to charity if it happened. We received international press, coverage by major news organizations like ESPN and got mentioned on Letterman and the Paul Harvey radio show.

## Dayton Bombers: ECHL hockey (two different ownership groups)

We started one month into the season with the Bombers third ownership group and stayed until the money ran out (thanks to the MCSi embezzlement). We were hustled and negotiated partnerships with media outlets based on ticket sales.

Working with Cox TV and Clear Channel radio, we negotiated schedules for every game with a set package. Payment of a lump sum was guaranteed with performance bonuses based on attendance and revenue. This

innovative approach helped us put double the average number of fans in the seats on about 6 of 24 nights. We did everything for the team, including subbing for the mascot, "Bucky," the flying squirrel when the regular mascot actor could not show up.

We were heavily involved with promotions, that unfortunately never had enough time to plan and promote.

The second ownership group did not hire us until mid season. Again, we were forced to play catch up, this time with an even smaller budget. Many of the TV spots were created with less than two days notice for playoff games. Ultimately, the second ownership group also folded, but we continue to do work for one of the partners.



**USA TODAY**

# Sports

## WBL to Dream Team: Let's play

The Dayton (Ohio) Wings think they can give the Dream Team some much needed competition.

The Wings, defending champions of the World Basketball League, Monday offered the U.S. Olympic team a tune-up game before the Barcelona Games.

In a letter sent to William Wall, the Executive director of USA Basketball, Wings officials offered to provide travel expenses and donate all profits from the game to the U.S. Olympic Committee. They guaranteed at least \$200,000.

Wall and other representatives of USA Basketball were returning to their Colorado Springs headquarters and were not available to comment on the offer.

The U.S. Olympic team, fresh from romping through the Tournament of the Americas in Portland, Ore., is scheduled to resume practice in Monaco July 18, play an exhibition against France July 21 and go on to Barcelona.

David Esrati, director of operations for the Wings, offered nine dates in mid-July.

Wings coach Mike Sylvester, who won a silver medal at the 1980 games with Italy, said the Wings could offer the Olympians a good look at the zone defense favored in international play. The WBL, a summer pro league, uses international rules.

► Bird's aching back, 11C  
► Olympic coverage, 10, 12C



# 4 Mendelson's Liquidation Outlet

Mendelson's was a mecca for geeks before The Next Wave transformed the brand into a place to "go on a shopping safari." Previously selling mostly to a client base of engineers with pocket protectors and tradesmen, it became a place for bargain hunting moms and urban hipsters. We told the community that Mendelson's is "The first place to look for every last thing."

## New Branding

We crafted a new brandmark to give the store a consumer friendly face.

## New Tagline

***The First Place to Look for Every Last Thing.***

The owner wanted to shorten it to "The first place to look." We held fast. Our research and understanding of retail and this particular retailer's customers let us know that our tagline made more sense. Customers needed to think of their shopping experience as an adventure; a place to locate an impossible or unexpected find.

## New print ads with attitude

Simple weekly ads in the local free paper focused on an individual product, differently each time in a fun way. Our ads were low cost, 1/8 of a page, black and white and projected confidence rather than focusing on price or value (these often times were moot points). Special event or "Sale" ads would be made larger and in color, but still did not focus on price. Because of the limited budget, we avoided buying space in the Dayton Daily News.

## Television

Buying spots run-of-station can be a crapshoot. The key to success was that there had to be enough volume to get noticed. We struck a deal with Sinclair Broadcasting and bought in bulk, taking remainders with some qualifications about our ad not ever appearing in the same pod or more than twice in a half hour. Spots ranged from \$2 each to a top of \$150 on NBC and FOX, which accommodated our \$2,000 monthly budget. We asked to load as much of the schedule in two weeks as possible.

The first spot we shot featured a "bubba" character walking through the store wearing a safari helmet and fishing vest. Immediately the client dismissed our vision, asking "who's the chubby kid" and joking that "I'm giving you enough rope to hang yourself." Cool heads prevailed and after the first two weeks of running the spot our client was saying it was time for another, now asking "where's that chubby kid?"

## Outdoor

Dayton RTA buses were chosen for outdoor advertising, which included ten bus-side ads in the first year. The second year, we did the same thing, but bought the other side of the bus and tails. Because RTA doesn't replace the ads unless they are bought by a new client, they left many of our posters up at no charge.

The "Chubby kid" gave us loads of feedback; between the TV and the buses he became a minor celebrity.

**COME ON A SHOPPING SAFARI WITH ME**

THE FIRST PLACE TO LOOK FOR EVERY LAST THING

340 E. First St., Dayton www.mendelsons.com

**MENDELSON'S LIQUIDATION OUTLET**

**INSPIRATION IN EVERY AISLE PERSPIRATION GETTING THROUGH THEM**

THE FIRST PLACE TO LOOK FOR EVERY LAST THING

340 E. First St., Dayton www.mendelsons.com

**THE ULTIMATE THRIFT**

YOUR COLLEGE ID MEANS YOU SAVE EVEN MORE!

**USE YOUR HIGH DOLLAR EDUCATION TO SAVE MILLIONS!**

**GET HOOKED UP!**

**GOT A NUT FOR A ROOMMATE?**

**CLEAN UP YOUR ACT**

**CARRY ANY LOAD**

**BE THE FIRST!**

**NEVER WASH DISHES AGAIN**

**10% OFF**

**MENDELSON'S LIQUIDATION OUTLET**

THE FIRST PLACE TO LOOK FOR EVERY LAST THING.

**CLICK TO PLAY**

**MENDLESON'S LIQUIDATION OUTLET "ENERGY BAR"**

**PAPA'S GOT A BRAND NEW BAG**

shoulder bags by Triple Five Soul, Clive, plus other way cool stuff... (trust us)

**MENDELSON'S LIQUIDATION OUTLET**

937.461.3525

8:30 AM TO 5 PM 340 E. FIRST STREET DOWNTOWN DAYTON

Monday - Saturday NEXT TO 1100 FIELD www.mendelsons.com

THE FIRST PLACE TO LOOK FOR EVERY LAST THING.



# 5 Mendelson's Liquidation Outlet continued

The story of how we got this account is a fascinating one. My political activism introduced me to Mr. Mendelson, who handed me \$500 in cash for my City Commission Campaign. After losing, I approached him to do his work. He told me that if I didn't drop a lawsuit I was suggesting to stop the City from overpaying for the Sears building as an emergency, I'd "find my body parts in different area codes." In exchange for dropping the suit, I could make a few bucks doing his work. He never expected our creative to work, but his threat sure did.

Old



## Radio

On air ads were used mostly to support specific sales events. For live remotes, we worked with almost every local station. Because of the limited budget, we created a rhyming ramble through the store, was created with virtually no budget, but received positive listener feedback. At the time of this campaign radio was the weakest return on investment and our opinion is that would be the case for current or future campaigns.

## InStore signage

While we could not change the store's layout and business practices or introduce effective sales strategies, we had to get creative. We utilized the store's fixture inventory and maze-like shopping environment to place "surprise" signage throughout the store. Shoppers encountered cheeky messages in unexpected places, enriching their shopping adventure. For these signs we used our in-house large format printer to deliver attitude on a budget.

## Special events

We coordinated tent and sidewalk sales and various special sales with radio and print support.

## E-marketing

At the request of our client we built an informational site which did not include commerce features. While we were not given full reign to develop an internet strategy, we did push them onto EBay which has helped keep their business profitable.

New



## Results

Despite challenges with the client we made award winning work for Mendelson's through the tenure of our working relationship. Although we were not given access to number or figures, the data we did secure suggests that customer demographics changed significantly and sales went up.

Our campaigns changed their brand recognition and greatly improved public perception of the store. Ultimately we had to resign the account due to the unprofessional behavior of the client. Regardless, we are still proud of the work we crafted for Mendelson's.

**ELVIS, AND EVERYTHING ELSE, CAN PROBABLY BE FOUND ON THE THIRD FLOOR**  
[IF YOU LOOK LONG ENOUGH]



**THE FIRST PLACE TO LOOK FOR EVERY LAST THING.**

**DOT COM MELTDOWN**

UP TO 50% OFF!

**MENDELSON'S LIQUIDATION OUTLET**

ALL BRAND NEW PRODUCTS



**CAT CAMPER NAD'S SHEAR TECHNOLOGY always Kolcraft Manhattan**

**HE SHOPS HE SCORES**



**THE FIRST PLACE TO LOOK FOR EVERY LAST THING.**

**IF YOU HAVEN'T BEEN TO MENDELSON'S YOU'RE MISSING ONE OF LIFE'S GREAT ADVENTURES**

**SHAKEN, NOT STIRRED.**



The Martini glass with a twist \$3



**937.461.3525**  
8:30 AM TO 5 PM 340 E. FIRST STREET DOWNTOWN DAYTON  
Monday - Friday: 937.461.3525 www.mendelsons.com  
**THE FIRST PLACE TO LOOK FOR EVERY LAST THING.**

# 6 Farm to Consumer Foundation

Serendipity is powerful, as is having a website that actually teaches potential clients about what you do. The executive director of the Farm to Consumer Foundation was doing research on branding when he found our site. As he read more, he decided that we may be the right agency to help them grow.

## Branding

The existing logo was so horrific, but we were told it couldn't be changed, so we worked around it. Keeping the bad clip art, but creatively surrounding it with an actual logo type that meant something. It took the board to come around, but once they did- they couldn't let go of it when they were considering a rebrand with a new name.

## Tradeshows displays

A big part of spreading the word is at tradeshows, 4H and FFA conventions, we supplied a first class

trade show booth that's stood the test of time and of shipping across the country.

## Newsletters, e-book

The foundation publishes an annual newsletter which we titled *Sustenance*. We had almost complete editorial control and tried to make it very accessible. We also designed covers for their e-book on milk production- and formatted the entire epub.

Old logo



New Logo



## Website

We just launched the new and improved site. It was designed to be mobile first and secure. We've used CiviCRM in the backend to bring the money in and to keep their donors informed, without costing an arm and a leg like other non-profit fund-raising tools.

[www.f2cfnd.org](http://www.f2cfnd.org)

## Results

We helped the F2CFND find their voice, and their place in the crowded organic, touchy feely world of anti-big ag non-profits. From our 4H and FFA convention hit shirts 'You'll eat when I'm done working' to crafting contests to engage people at the tradeshow, we helped them see huge growth in their donations from a donor base that didn't grow that much.



Supporting farmers engaged in sustainable farm stewardship and providing consumer access to raw milk and local food.







# THANK YOU

If you have any questions about any part of this proposal, feel free to call.

My cell is 937.361.1074  
David Esrati + the team



# Howard

the largest  
community of  
African-American  
scholars in  
the world

listen  
connect  
perceive  
go forth

join us

locally, nationally and internationally—  
there's only **one** Howard

the life of the mind, the heart of a tradition,  
the soul of a people

**What does it mean to be a student at Howard?** Here's how one faculty member in the College of Arts and Sciences describes the experience:

"In a very real sense, Howard is the intellectual and spiritual heart of every African American. Howard makes it possible for students to perceive a deeper sense of self and a deeper sense of history. Many wonderful opportunities came with integration, but over the years the lessons of heritage has become diluted. Howard inquires that heritage. Students receive a foundation here—not only in critical thinking skills and communication skills and professional skills, but also in the skills of being an African American in the contemporary world.

"In addition, Howard is a place where students can find role models: economists, scientists, mathematicians, professors of language and history and philosophy—scholars of all kinds. That can be an eye-opening experience.

"And then there's our curriculum. At Howard, the core curriculum calls attention to the many achievements of African Americans in literature, history, criticism, philosophy, and every

Intelligence, broad sympathy, knowledge of the world that was and is, and the relation of [man and woman] to it—this is the curriculum of that Higher Education which must underlie true life.

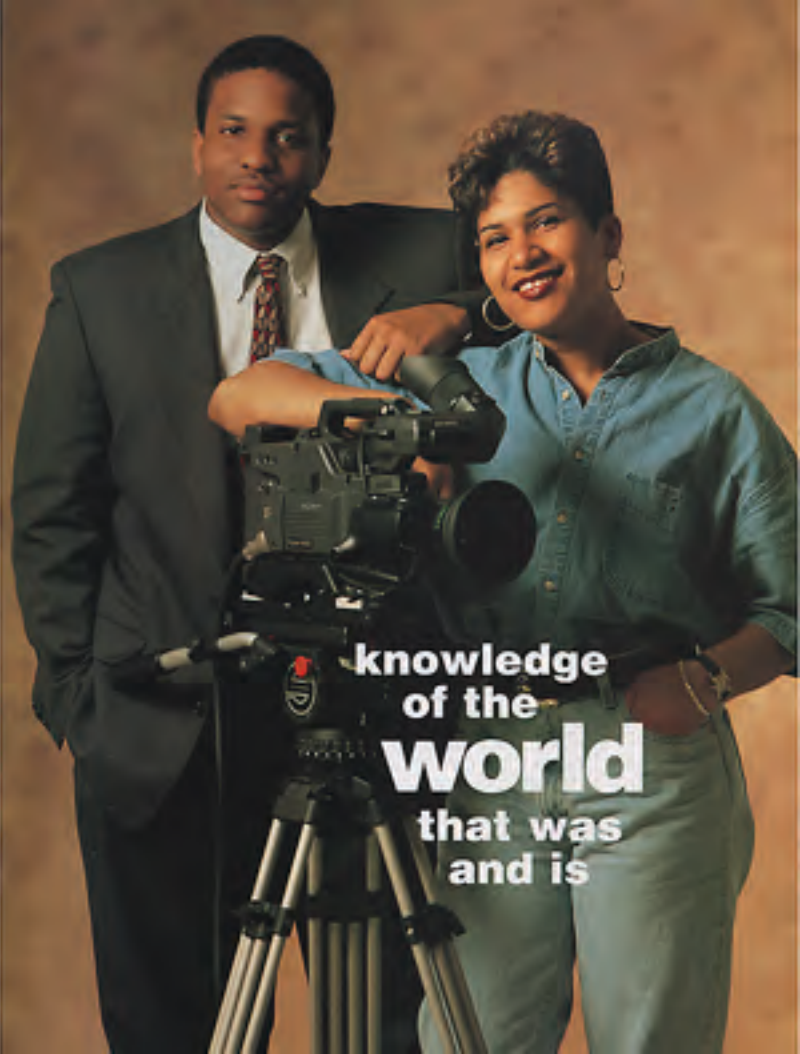
—W. E. B. Du Bois



*Heritage project.* Four hundred skeletal remains from the New York African Burial Ground were recently entrusted to Howard's care. After conducting a comprehensive bio-anthropological study, the university will respectfully return them to their original cemetery.



*Community outreach and service.* Howard serves the local community in many ways. For example, the university's rape victim (R&V) and television station (WUSA-TV) broadcast news and entertainment programming to the metropolitan area, and the five-hundred-bed Howard University Hospital is an invaluable community resource.



knowledge  
of the  
world  
that was  
and is



go forth

**Admission.** You'll find complete instructions on how to apply for admission to Howard University in our Application for Admission booklet. One important thing to understand is that the criteria for admission to our different schools and colleges vary significantly, so we encourage you to consider all of your options at Howard very carefully. If you have any questions at all, please let us know.

**Financial aid.** Although there are a great many demands on Howard's financial aid resources, the university does everything it can to ensure that all academically qualified students, regardless of family

income, can enjoy the benefits of a Howard education. However, all students should plan carefully for their college expenses and be prepared to accept responsibility for any amount not covered by scholarships and financial aid.



## be sure to consider all of your options at Howard

**For more information.** If you'd like to know more about any of our programs at Howard, or if you would like information about campus tours, please call or write us at this address:  
Howard University  
Office of Enrollment Management  
2400 Sixth St., NW  
Washington, D.C. 20059  
Phone: (800) 822-6363 or  
(202) 806-2752



at a glance

## undergraduate majors

**College of Allied  
Health Sciences**  
Medical Technology  
Nutritional Science  
Occupational Therapy  
Physical Therapy  
Physician Assistant

**School of Architecture  
and Planning**  
Architecture

**College of Arts  
and Sciences**  
Administration of Justice  
African Studies  
African-American Studies  
Anthropology  
Biology  
Chemistry  
Classical Civilization  
Economics  
English  
French  
German  
Greek  
History  
Latin  
Mathematics  
Philosophy  
Physical Education  
Physics  
Political Science  
Pre-Pharmacy  
Psychology  
Recreation  
Russian  
Sociology  
Spanish

**School of Business**  
Accounting  
Consumer Affairs  
Management  
Finance  
Hotel/Menu Management  
Information Systems  
and Analysis  
Insurance  
International Business  
Management  
Marketing

**School of  
Communications**  
Communication Sciences  
and Disorders  
Human Communication  
Studies  
Journalism  
Radio/Television/Film

**School of Education**  
Human Development

**School of Engineering**  
Chemical Engineering  
Civil Engineering  
Electrical Engineering  
Environmental Science  
Mechanical Engineering  
Systems and Computer  
Science

**College of Fine Arts**  
Art  
Art History  
Art Management  
Ceramics  
Design  
Electronic Studio  
Experimental Studio  
Fashion Merchandising  
Interior Design  
Painting  
Photography  
Printmaking  
Sculpture

**Music**  
Applied Music  
Composition  
History and Literature  
Jazz Studies  
Music Theory

**Theatre Arts**  
Acting  
Dance  
Medical Theatre  
Pre-Directing  
Theatre Arts  
Administration  
Theatre Education  
Theatre Technology

**College of Nursing**  
Nursing

**College of Pharmacy  
and Pharmaceutical  
Sciences**  
Pharmacy

**Other Schools and  
Colleges**  
School of Diversity  
Graduate School of Arts  
and Sciences  
School of Law  
College of Medicine  
School of Social Work  
College of Veterinary



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2400 Sixth St., NW  
Washington, D.C. 20059  
Phone: (800) 822-6363 or  
(202) 806-2752

## at a glance

### Howard University

**Type of institution:** Private and nonsectarian. Although Howard is the nation's largest comprehensive predominantly African-American university, it also demonstrates a degree of cultural diversity that has few counterparts in higher education.

**Accreditation:** Howard University is accredited by the Middle States Association of Colleges and Schools, the Commission on Higher Education, and many other professional accrediting bodies.

**Organization:** Sixteen schools and colleges offer degree programs in more than 200 specialized subjects, including programs leading to doctoral degrees in some two dozen areas.

**Enrollment:** 11,541 students (8,859 undergraduate students; 3,082 graduate and professional students).

**Class sizes:** Although class size varies according to the school or college of enrollment, most classes are small.

**Library holdings:** The University Libraries system—a central library complex and six branch libraries—contains more than 3.7 million volumes plus microfilm, scientific, photo discs, audio and video tapes, slides, and 18 new films. The Moorland-Spangman Research Center, which houses artifacts, books, manuscripts, and other materials documenting the history and culture of Black people in Africa, Europe, Latin America, the Caribbean, and the United States, is one of the largest and most comprehensive collections of its kind in the world.

**Academic computing services:** Major operating units include the Central Facility, the Data Analysis Center, the Computing Learning Center, and the Computer Learning and Design Center.

**Academic year:** Fall and spring semesters and two six-week summer sessions.

**Housing:** The university provides housing for students in a variety of accommodations. First-year students live in residence halls on the main campus.

**Location:** The university's main campus is on an 89-acre hilltop expanse in northwest Washington, D.C. The 22-acre West Campus, a few miles away, houses the School of Law and several administrative departments. The campus of the School of Diversity is situated a few miles east of the main campus.

### Sample undergraduate budget, 1995-96

	Living on campus	Living off campus
Tuition and fees	\$3,105	\$3,305
Books and supplies	620	620
Room and board	5,000	7,734
Personal expenses	2,400	2,400
Transportation	190	1,010
Total	\$10,315	\$14,069

Howard University does not discriminate on the basis of race, color, national or ethnic origin, sex, marital status, religion, handicap, age, sexual preference, political affiliation, or any other basis prohibited by title of the Civil Rights of 1964 and 1968. The photo of the Howard University campus circa 1990 was provided by the Howard University Research Center, Howard University Archives.





# United States

**Chart your own course. At sea and ashore. In commerce or the military.**



# Merchant

**As a graduate of the United States Merchant Marine Academy, you'll**



# Marine

**have choices. And you'll be prepared to make the most of them.**



# Academy



**Welcome to the United States  
Merchant Marine Academy.**

To many people, we're known as  
"Kings Point"—because of our location  
on the shores of Long Island Sound at  
Kings Point, New York.

We hope the following pages will  
give you a good sense of the unique  
educational opportunities we provide.

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You'll Need Options

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The United States Merchant Marine Academy educates and graduates officers and crews of major and minor ships and are dedicated to serving the economic and defense interests of the United States in our Armed Forces and Merchant Marine and other worldwide trade international transportation systems that affect our free America together.

The Academy encourages applications from men and women of every race, color, creed, and ethnic origin.

U.S. Department of Marine Academy  
Maritime Administration  
U.S. Department of Transportation



**The United States Merchant Marine Academy**





## INTRODUCTION

### You Know What You Want from Life

You want more than a job. You want work that's worth doing.

You want more than easy A's. You want real challenges.

You want more than routine. You want adventure.

You want more than a pay check. You want responsibility.

You want—in short—to be a leader.

If you have ability, commitment, and leadership potential, the United States Merchant Marine Academy will help you achieve that goal.

For half a century young people like you have come to Kings Point to acquire the knowledge, experience, discipline,

and skills that strong leadership demands. Graduates of the Academy serve their country by pursuing highly successful careers in the maritime industry and the armed services.

Many continue their studies in graduate or professional schools.

Many become outstanding government and business leaders.

The direction you take after you graduate will be up to you.

However, two things are certain:

You'll have choices. And you'll be prepared to make the most of them.

You know what kind of life you want.

Kings Point will help you achieve it.

## CAREERS

### Expand Your Career Horizons

When you graduate from Kings Point, you'll receive the following credentials, any one of which is an excellent springboard to a variety of careers:

- A bachelor of science degree
- A license as a merchant marine officer (issued by the U. S. Coast Guard)
- A commission as ensign in the U. S. Naval Reserve or an active-duty commission in another uniformed service

Employers like to hire Kings Point graduates because of their leadership abilities, discipline, experience, problem-solving skills, and professional aptitudes.

The Academy's Placement Office helps between 40 and 50 graduates to sample each year, provides career counseling, and maintains a comprehensive library of career-related materials for your use. In 1995, 99 percent of the graduating class had accepted job offers within six months of graduation. About 45 percent of the class took jobs at sea, 28 percent were employed in maritime work ashore, and 15 percent went on active-duty military status. Another two percent entered graduate school.

When you graduate from Kings Point, you'll become part of an international network of alumni who have achieved success in all

areas of the maritime industry, in all branches of the military, and in an incredible variety of other professional fields around the world. Your fellow alumni know better than anyone—that if you have a degree from Kings Point, you've earned it. They'll be there to help you realize the lifetime career dividends that accrue to a Kings Point education.

## You'll Have Options

Maritime job opportunities for graduates of the Academy's Marine Transportation Program include:

- Serving on a merchant ship as a deck officer
- Port and terminal operations and administration
- Inland/maritime transportation systems management (combining rail, truck, and ship transport in one continuous delivery system)

- Vessel brokerage and chartering
- Maritime sales and marketing
- Transportation logistics
- Administrative and business law
- State and federal agencies that regulate transport and commerce
- Marine insurance
- Shipyards/shipping management
- Freight forwarding
- International banking and finance
- Foreign service
- Research and policy analysis

- Maritime-related job opportunities for graduates of the Marine Engineering Program include:
- Serving as an engineering officer on a merchant ship
- Naval architecture
- Ship construction/repair
- Equipment design, sales and maintenance
- Hull and boiler surveying
- Port and terminal operations and administration
- Environmental protection
- Administrative law
- Local, state and federal government regulatory agencies
- Research



Ask students why they chose Kings Point and you'll hear the phrase, "great career opportunities," repeated over and over again.

Four years later, opportunities, ahoy!



"The summer was marine, seagoing and marine transport, water majors, this school is the best in the world."  
—Jon J. Lindgren '91,  
Lexington, VT

"People here stress getting the job done. It's an emphasis on military leadership and management training. That makes us better qualified for any leadership position."  
—Michael S. Staker '91,  
Mount Airy, NC

"If I had it to do over again, I'd definitely do it. It has my seal of approval. I hope to give them."  
—Peter Clark '91,  
attorney, admiralty law

"After you go on out, you just get adults. It's a unique experience. You're taken seriously. It's different from typical college jobs."  
—Edward Dwyer '94,  
Versailles, KY

"There's a definite sense of prestige. I'm really proud to say I've made it through the program."  
—Cynthia Ford '92,  
Green Point, NY

"Kings Point helped me learn to be a leader. Those experiences are invaluable to me."  
—Daphne Magallano '91,  
Albany, NY

"We work leadership and discipline by putting students in positions where they must stand firmly and accept major responsibilities."  
—CPT Donald Ferguson,  
Commander of Maritime Forces  
(USMC)

"The employment opportunities after you graduate are incredible. I had a number of offers to choose from."  
—Christopher DeLuca '91,  
Bloomington, IN

Academy. If you don't, we'll mail you one when we receive your official nomination. However, filing your application early will enable us to process your nomination as expeditiously as possible.

**Physical requirements.** To be a candidate for admission you must be in good physical condition and meet the requirements for appointment as a U.S. Naval Reserve midshipman. Physical examinations are conducted by a service academy examining facility designated by the Department of Defense Medical Review Board. Physical requirements include height and weight, vision, hearing and dental standards, as well as a comprehensive examination of all physical systems. (The Academy catalog

contains a detailed description of physical requirements.) All candidates must be medically qualified by June 1.

**Appointments.** The Academy is the sole authority appointing candidates competitively for the vacancies allocated to their states or areas. Each state has an allotment proportional to its representation in Congress. After the Academy has selected its principal appointees, the remaining qualified candidates will be designated as alternates, to be appointed in order

of merit should vacancies occur within their states. If there aren't enough candidates within a state to satisfy its allotment, the Academy will make appointments to fill the vacant vacancies from the national list of alternates, ranked in order of merit.

Early notification of admission outstanding candidates may receive early notification of their appointments after the Academy has completed their appointments. An other candidate will be notified of their status on or about May 1 of the year in which they seek admission.

## Summary of Admission Procedure

Here are the steps necessary for admission to Kings Point:

1. Request an application, complete it, and return it to the Academy as early as possible, along with your high school transcript and recommendations. This material must reach the Academy no later than March 1 of your high school senior year. An early application receives early attention.

2. Request a nomination by contacting a congressional activity.

3. You must pass a

physical examination administered by a certified medical review board after the Academy has received your completed application.

4. Take either the SAT or ACT no later than the first test date of the year for which you're seeking appointment.

5. On or before May 1, if your application was complete and received by March 1, you'll be notified either of your selection as a principal or alternate candidate or of your failure to meet the requirements.

6. Alternate candidates will be notified if they're designated principal candidates.

7. For more information about admissions requirements and procedures, please consult the Academy's catalog.

8. The phone number the Academy is early July.



Kings Point students get to see the world while they prepare for a career.

The Academy offers



Kings Point graduates are in all areas of top-level leadership. World War II, the Korean and Vietnam conflicts, as the Private Staff and most recently the American invasion of Somalia.

"I had a high school senior through I'd be willing across the Atlantic. I'd never been a ship before I got here."  
Kristen Jackson '90,  
Washington Heights, NY

"The Academy prepares you for many career opportunities that are not available in secondary."  
Thomas Burg '90,  
Cedar Point, TX

on-campus recruiting and a powerful network of alumni willing to help.

## Sample Nomination Letter

Sir:

The Honorable \_\_\_\_\_  
House of Representatives  
Washington, D.C. 20515

The Honorable \_\_\_\_\_  
United States Senate  
Washington, D.C. 20510

Dear \_\_\_\_\_:

It is my desire to attend the United States Merchant Marine Academy. I respectfully request that I be considered one of your nominees for the state entering the Academy in the summer of 90.

The following personal data are provided for your information:

Full name \_\_\_\_\_  
(Printed as recorded on birth certificate.)

Name of parents \_\_\_\_\_

Address (include ZIP code and phone number) \_\_\_\_\_

Permanent \_\_\_\_\_ Temporary \_\_\_\_\_

My date of birth \_\_\_\_\_ Place of birth \_\_\_\_\_

Social Security number \_\_\_\_\_

High school attended \_\_\_\_\_

(Name and address)

My approximate standing is \_\_\_\_\_ in a class of \_\_\_\_\_

I have requested that a high school transcript of my work completed to date be forwarded to your office as soon as possible. I have also listed on the reverse side of this letter my results on the ACT or College Board examinations.

I have been active in high school extracurricular activities as indicated on the reverse side.

I would greatly appreciate your consideration of my request for one of your nominations.

Sincerely yours,  
(Signature)

"Now I am 27 years old. I've come to realize that if you want to be a leader, you go to Kings Point. If you want to be a successful leader, you go to Kings Point."  
Joe Flannery '81,  
Levelland, TX

"You have discipline— it allows your business decisions to be made when you want them to be made in a country in a country. It's not a matter of the Middle East. There's work in the Far East. You have to be your American if you're going to deal with different people."  
Gregory Clay '90,  
San Antonio, TX

"My assignment's quite odd. I'm going to sell for one of our best agencies," and then he said to me about Kings Point. I found out that I could do anything I wanted to do— study engineering, social science, and get a graduate education."  
Frankie Minkley '90,  
Fallstown, OH

"It's a lifetime experience. We all had high schoolers."  
John Rindge '90,  
The Academy, U.S. Navy 1982,  
U.S. Maritime Administration



## 5. Reporting Plan

*a. Describe the proposed plan to provide campaign updates to DPSD.*

We can provide bi-weekly presentations of what we've done, who we've talked to and what our stories are. We'd imagine this is a standard part of cabinet meetings. We can tell what stories and videos got the most views, shares and comments.

We can share what stories got picked up in the local media.

*b. Describe what metrics will Respondent collect and provide to DPSD.*

Metrics are great for sports, but the only metrics that count are increasing attendance and better test scores. Higher graduation rates are the goal, as well as more scholarships. We can measure all kinds of webstats- but, without a digital citizen survey, we won't be able to gauge how relevant they are.

*c. Provide a sample quarterly performance and status reports from past contracts that Respondent has facilitated.*

**Our clients keep paying us.  
Our clients are more interested in  
their P&L than reports.**



CREATE LUST • EVOKE TRUST



# DAVID ESRA TI

## OBJECTIVE

A challenge.

Incredible references upon request

## EXPERIENCE

**January 1987 - Present**

**Owner, Chief Creative Officer**

**The Next Wave, Marketing • Innovation, Dayton Ohio**

A marketing resource for growing businesses. Develop and implement advertising campaigns in all media, including print, broadcast, web, social media, direct mail. Assist clients in implementing branding programs, creating both marketing and business plans, PR and social media strategies, trade show materials, promotional items. Fluent in: CRM, marketing automation, open source software. Win awards, sell stuff. Make our clients more money than they pay us.

**August 1988 - May 1990**

**Adjunct Professor, University of Dayton, Visual Communications Department**

**University of Dayton, Dayton Ohio**

Taught "Professional Seminar" to graduating seniors. A.K.A. "Business skills for graphic designers." Required course for graduation.

## EDUCATION

**December 1988**

**B.S.B. Degree, Wright State University, Dayton Ohio**

**Major:** Marketing

**Significant tidbits:** Founded Raider ice hockey club as a freshman. Involved in student leadership. Guest speaker to other business classes on subjects ranging from Tom Peters to pricing strategies of high end hi-fi manufacturers.

## MILITARY

**1981 - 1986**

**11th Special Forces Group (Reserve), 1st Special Forces U.S. Army, Jamestown, OH**

**7th Special Forces Group, 1st Special Forces U.S. Army, Fort Bragg N.C.**

Communications, underwater operations, if I tell you anything else I'd have to kill you.

## OTHER

**Multiple Awards:** Over 70 Addy's including 7 Gold- all on shoestring budgets

**Websitetology seminar:** 2005- present. Making the Web work and accessible to all.

**New Media Speaker:** 2007- present. Presents/keynotes: new media, web 2.0, social media

**Dayton 40 under 40, class of 2001**

**Macintosh Wizard** - Fluent in all programs required for print design and production, digital video, digital audio, multi-media development, web-design and development.

**Renovated 5 buildings in the South Park Historic District**

**Unofficial "Big Brother" and mentor** to an inner city youth since 1987

**Frequent platelet donor at the Community Blood Center** to help juvenile leukemia patients

**Served as president of the neighborhood for 2 years, set up a hand-picked successor**

**Involved in numerous neighborhood improvement initiatives.**

**Founded South Park Social Capital, the first for-profit NDC in the city**

**Ran for Dayton City Commission seat too many times**

**Congressional Candidate:** 2008, 2010, 2012

**Founded VOB108, now VOB Ohio 05-13 Founder.** VP of Veterans business networking group

**Can play the saxophone, ski, skate, skydive or SCUBA in limited spare time**

**Rides a BMW R1200RT, Genuine Buddy 150 scooter for transportation and fun** 6800mi trip in '15

**Pretty good photographer.**

**Basketball net hanger:** Hung over 500 free "green nets"- guilted city into \$1M investment.

**Pro team sports mascot:** ECHL Team. 3 seasons.

**113 BONNER ST  
DAYTON, OH 45410  
937.228.5625 H  
937.228.4433 W  
937.361.1074 M  
esrati@thenextwave.biz**

## RESUME

## ABOUT ME

### WORDPRESS / PHP

Alex **FRONT-END**  
**Snell** WEB DEVELOPER



asnell@bgsu.edu



<https://thenextwave.biz>



(937) 546 7514

### Work Experience

#### The Next Wave

**2015 - NOW** "the guy"  
If it operates in zeroes and ones, I have something to do with it. Front-end development, web design, hosting management, email marketing, blogging, Facebook ads, and more.

**2014 - 2015** "marketing" Naked Lime  
Lead on many teams to deliver digital marketing solutions to automotive dealerships across the country. I produced original web content as well as maintained WordPress hosting for the entire department.

**2013 - 2014** "manager" Neon Goldfish  
As project manager, interfaced between clients and senior developers while maintaining milestones and deadlines. Functioned as a junior developer in addition to QA tester for final versions.

**2012 - 2013** "intern" Mid- American Review  
I primarily served as an associate poetry editor, evaluating initial submissions for further discussion and consideration. Occasionally intern things like making copies and sorting paperclips.

### Need examples?

All of my current work is performed with:  
<https://thenextwave.biz>

### TECHNICAL SKILLS

HTML 5  
CSS 3  
PHP  
Javascript / AJAX  
MYSQL / PHPMyAdmin  
WordPress  
Magento  
LAMP Configurations  
CPanel Deployment & Support  
Adobe Suite

### WEB / PRINT DESIGN

### PERSONAL STUFF

English Literature  
(as in from England)  
Art History  
Digital Music Production  
Mid-Century Soviet Film  
Ice Skating  
Donuts and Churros

### DATABASE / SQL

**I am not ignorant to changing tides.**  
Doesn't it feel strange, in the current era, that people can still get away with referring themselves as "not a computer guy?" I am a complete nerd in all interests, whether it's a book or code structure.

### COPY / MARKETING

## Education

**2013**

### Bowling Green State University

- Bachelor of Arts in English with a focus in literary theory
- Member of Sigma Tau Delta (English honor society)
- Prairie Margins editorial staff (undergraduate literature journal)
- Received perfect grade on final thesis titled "Aldous Huxley's Technological Dystopia and Posthuman Subaltern."



# Jennifer Selhorst

6001 Carnation Rd. Dayton, OH 45449

937-430-3955 jenselhorst@gmail.com

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## PROFESSIONAL SUMMARY

I am an ambitious and driven manager with a proven track record

## PROFESSIONAL EXPERIENCE

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The Next Wave Innovation and Marketing

10/2015- Current

### ***Business Manager***

- Responsible for the day to day, month-end and fiscal year financial operations of the company
- Prepares monthly profit and loss reports
- Established and maintains the company's bank accounts
- Processes and records weekly payroll
- Decreased spending and reorganized the yearly budget
- Responsible for all of the company's AP/AR accounting
- Negotiation of vendor contracts and annual insurance premiums

American Apartments LLC

### ***Director of Operations***

- Responsible for the day to day operations of the company's Ohio real estate portfolio (leasing, rent collections, marketing, etc)
- Prepares monthly profit and loss reports
- Establishes and maintained the company's bank accounts
- Manages the maintenance and office teams and organized vendors
- Decreased spending and reorganized the yearly budget
- Responsible for all of the company's AP and payroll

ORP Real Estate Group

1/2011- 4/2012

### ***Regional Administrator/HR***

- Responsible for handling all payroll and employee benefits
- Ran new hire training classes
- Managed all employee HR issues including benefits through disputes and conflict resolution
- Managed the AP/AR for the Southwest Ohio District
- Maintained personal and professional calendars for 3 district managers
- Created Profit and Loss projections, productivity and Key Performance Indicator reports

## **EDUCATION**

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Marketing University of Cincinnati Cincinnati, Ohio- 2002-05

Real Estate Licensure Sinclair Community College Dayton, Ohio -2010

# Jonathan "Cody" Smith

Xenia, OH

bluecutproductions@gmail.com - 937-403-2802

## WORK EXPERIENCE

### **Video Production Specialist**

The Next Wave - Dayton, OH - 2016 to Present

#### Responsibilities

Work within team environment to develop, produce, and deliver promotional materials for client organizations with a particular emphasis on video production.

#### Skills Used

Creative development of video concepts to accurately and enticingly convey clients' products and/or organizations. Practical use of video production and post-production equipment and software applications to bring content from the early idea stage to a complete, reviewed, and high-quality deliverable end product.

### **Customer Solutions Technician**

Technicolor - Wilmington, OH - 2015 to 2016

#### Responsibilities

Fielded customer phone calls and e-mails and worked with them to troubleshoot issues with motion picture print delivery and projection. Additionally, utilized company policy to determine where and when keys for digital unlocking of motion picture prints could be generated and issued and generated and issued such keys when appropriate.

#### Skills Used

Developed further experience at dealing with fast-paced customer service while also having to abide by complex and strict company policy regarding when digital keys were permitted to be issued out to movie theaters. Achieved competence on a variety of proprietary company software that carried steep learning curves.

### **Assistant Manager**

Star Cinemas - Hillsboro, OH - 2012 to 2015

#### Responsibilities

In charge of opening and closing of all point-of-sale terminals and cash drawers, as well as organizing and assigning work among the employee work force throughout the course of my shifts.

#### Skills Used

During my time as an assistant manager at Star Cinemas, I have learned how to adopt a lateral-thinking approach that allows me to address and solve problems as they arise, even in areas where I previously had little experience. Concerns that rise at a medium-level movie theater range across a wide gamut, and I had to deal with issues as interpersonal as employee and customers frustration to things as impersonal as the maintenance and repair of point-of-sale terminals, office computers and theatrical exhibition digital projectors.

### **Projectionist**

Star Cinemas - Hillsboro, OH - 2007 to 2011

#### Responsibilities

Prepared and projected movie prints for the cinema.

Skills Used

Technical learning and flexibility

EDUCATION

**Associate of Arts**

Southern State Community College - Hillsboro, OH  
2012 to 2015

Hillsboro High School - Hillsboro, OH  
2004 to 2008



## Larkin Vonalt

is a professional writer with more than 30 years experience as a reporter, editor and essayist. In the last 10 years she has spearheaded campaigns for a variety of community initiatives and projects, and her engaging narrative style is evocative and compelling.

Her work in journalism has been recognized for excellence in the areas of freedom of information, community service, feature writing, health care, education, history and sports and was twice nominated to the Pulitzer committee. She is the recipient of prestigious writing fellowships from the Montana Arts Council and the Atlantic Center for the Arts.

## **RÉSUMÉ of GREGORY CUTSHAW**

1211 Far Hills Avenue, #215, Dayton, Ohio 45419 | 231.881.2393 | gregorycutshaw@gmail.com

### **Online Portfolio & Additional Information:**

<http://www.creativehotlist.com/Individuals/Details/113985>

<http://thecreativefinder.com/portfolio-broad.php?username=cutshaw>

### **HANDS-ON CREATIVE PROFESSIONAL**

Massimo Vignelli once said, "If you can design one thing, you can design everything." As an award-winning creative, I believe that.

I have experience on both the customer and the supplier sides of a wide variety of businesses, products and industries which provides me with a wide range of management and creative experiences in Consumer Packaged Goods (CPG), specialty foods, healthcare products and services, and industrial equipment technologies and manufacturing. Strengths include the ideation and management of marketing and design communications, branding, brand identity, and package design.

### **EMPLOYMENT HISTORY**

#### **FREELANCE CREATIVE**

Alanson, Michigan | Dayton, Ohio. Graphic design, art direction, creative direction, copywriting, 1993-Present.

#### **BRAND ADVERTISING AND MARKETING COORDINATOR, 2010-2012.**

Mitchell Graphics, Petoskey, Michigan. A mid-size commercial and digital printer, and premier postcard marketing company with national accounts. My key achievements were writing, budgeting, executing and managing the company's marketing plan, and consolidating the company's marketing and advertising design and management functions for mobile, web and print communication platforms.

#### **MANAGER, ADVERTISING AND MARKETING COMMUNICATIONS, 2006-2008.**

Olde World Cabinetry, St. Petersburg, Florida. A high-end custom kitchen and bath design firm with customers in the Bahamas, Canada and the United States. My key accomplishments were designing the company's new 3200 sq. ft. office and retail space, designing and implementing the company's identity, including signage and vehicles, designing and developing copy and content for all of the company's web, digital and print promotions, public relations activities and communications.

#### **BRAND COMMUNICATIONS MANAGER, 2001-2006. ART DIRECTOR, 1999-2001.**

American Spoon Foods, Inc., Petoskey, Michigan. A preeminent specialty food manufacturer that specializes in dried fruits, and preserved and frozen fruit products from the northern fruit lands of Michigan. I was responsible for company's complete creative product from labels and catalogs to new store layouts including the company's new concept product/store, the American Spoon Gelato Café as well as branding and communications materials, budgeting and meeting the legal labeling standards of the MDA and FDA. A key accomplishment while I was there was consolidating all creative, marketing and communications functions with the company's Creative Department.

#### **CREATIVE LEAD, 1996-1998.**

The Next Wave (a full-service advertising agency), Dayton, Ohio.

#### **ART DIRECTOR/DESIGNER/COPYWRITER, 1994-1995.**

Creative Communications of America (CCA) (a full-service agency that specializes in college marketing and enrollment management materials, and identities), Albany, New York.

#### **CREATIVE DIRECTOR, 1991-1993.**

Oppenheim Herminghausen Finley (OHF) (a full-service advertising agency), Dayton, Ohio.

#### **MANAGING DIRECTOR, 1989-1991.**

The Hooper Group (a full-service advertising agency and marketing communications firm), Dayton, Ohio.

**EMPLOYMENT HISTORY** (continued)

GRAPHIC DESIGN COORDINATOR, 1991.

Miami Valley Hospital (one of the "Top 100 Hospitals" in size and service in U.S.), Dayton, Ohio.

CREATIVE DIRECTOR, 1985-1989. ART DIRECTOR, 1983-1985.

Icon (a full-service advertising and financial communications firm), Dayton, Ohio.

**TEACHING EXPERIENCE**

ADJUNCT INSTRUCTOR, GRAPHIC DESIGN

University of Dayton, Dayton, Ohio.

**SOFTWARE PROFICIENCY**

MACINTOSH: all major and most minor software programs, including the current, Microsoft Office, Word, Excel, Adobe CS & CC Design & Web Suites, Keynote, QuarkXPress

WINDOWS XP: Acrobat, Adobe CS Design Suite, Microsoft Access, Excel, Office and Word, QuickBooks

**EMPLOYMENT ACTIVITIES & RESPONSIBILITIES****MANAGEMENT & ADMINISTRATION**

- Managed internal and external creative assets as well as cross-functional agency partners on a global basis for multinational clients in food, travel and digital products industries
- Managed creative, production and support functions with up to 10 direct reports as well as freelance resources
- Ideated, created and lead copy, content and design initiatives based on both short- and long-term strategies
- Managed accounts including fiscal planning, client services, budget estimating and controls, billing, project management and resource scheduling
- Designed, budgeted and implemented computer graphics capabilities for agencies, corporations and institutions
- Wrote, budgeted, and successfully pitched annual marketing plans to upper-level client management

**ART DIRECTION & DESIGN**

- Art directed studio and location photography
- Designed innovative consumer packaging and labeling for preeminent specialty food company and their partners
- Designed and art directed consumer and trade communication materials for a diverse range of clients and industries
- Designed, logos, trademarks, and brand identity systems for CPG, services and durable goods
- Designed trade show booths as well as retail space for new and existing specialty food stores and café

**CREATIVE DIRECTION & WRITING**

- Ideated, wrote and managed creative projects for full-service advertising agency, financial public relations firm, nationally affiliated marketing communications firm, college enrollment management firm and premier specialty food company
- Developed and wrote copy and content for agency and small business websites
- Initiated copy and creative content in B2B, B2C, trade and consumer advertising, direct mail, collateral materials, college marketing and enrollment management materials, corporate and marketing communications, multimedia presentations and technical publications
- Wrote, directed and produced consumer radio commercials, multimedia and corporate presentations

**MARKETING ACTIVITIES**

- Extensive experience in college, corporate, retail, product, service and technology branding, naming and positioning
- Conducted market analysis for products and name recognition for companies in business, consumer, financial, food, industrial and medical sectors

**EDUCATION**

PRATT INSTITUTE, New York, New York. Continuing Education, Computer Graphics

WAYNE STATE UNIVERSITY, Detroit, Michigan. Graduate Studies, Advertising Design

ALMA COLLEGE, Alma, Michigan. B.A., Fine Arts and English, Minor in Education

## **SELECT PROFESSIONAL RECOGNITION, AWARDS & PUBLICATIONS**

Art Directors Club and Type Directors Club annuals

Art Direction, Communication Arts, How and Print magazines and annuals

Dayton Advertising Club; Merit, Excellence and Hermes Awards

Cookman, Brian, "Basic Desktop Design and Layout." Cincinnati, Ohio: North Light Books, 1989

Heller, Steven and Seymour Chwast, "Sourcebook of Visual Ideas." New York: Van Nostrand Reinhold, 1989

March, Marion, "Creative Typography," Cincinnati, Ohio: North Light Books, 1988

Public School, "Design: Paper, A Seductive Collection of Alluring Paper Designs." Minneapolis, Minnesota:

Rockport Publishers, 2012

Swann, Alan, "Creating Dynamic Roughs." Cincinnati, Ohio: North Light Books, 1989

Swann, Alan, "How to Understand and Use Grids." Cincinnati, Ohio: North Light Books, 1989



# LARRY C. PRICE

## PHOTOGRAPHER

2313 Far Hills Avenue #165  
Dayton, Ohio 45419, USA  
+1.937-239-7005 (-5 UTC)  
lcprice@mac.com

A master documentary photographer with a fine-art aesthetic and a keen eye for design, Larry's versatile style enables him to move easily from editorial photography and video production to corporate and advertising work. A world traveler and outdoors enthusiast, Larry has worked on five continents and covered numerous armed conflicts.

Now based in Ohio, Larry has worked for six metropolitan newspapers, including The Philadelphia Inquirer, The Sun in Baltimore, the Fort Worth (Texas) Star-Telegram, and The Denver Post. He also has photographed stories for National Geographic magazine and is a contributor to PBS NewsHour. Larry's editorial images and essays have appeared in many national and international publications.

He is currently at work on multi-year projects to document child labor and global pollution with the support of the Washington, D.C.-based Pulitzer Center on Crisis Reporting.

As a photographer at the Star-Telegram, Larry won the 1981 Pulitzer Prize for spot news photography for his coverage of the 1980 coup in Liberia. As a photographer for the Philadelphia Inquirer, he won the 1985 Pulitzer Prize for feature photography for a portfolio documenting civil wars in Angola and El Salvador.

Larry and the team at PBS NewsHour received the 2015 Emmy for Outstanding Investigative Journalism in a Regularly Scheduled Newscast for a broadcast segment he reported and photographed on the dangers of underwater gold mining in the Philippines with support from the Pulitzer Center.

Larry has been honored by the Pictures of the Year Awards, Overseas Press Club, World Press Photo Awards, Pan American Press Association, and the Society of News Design. He also has participated in 13 "Day in the Life" book projects, including the acclaimed "Day in the Life of America" and "Day in the Life of Africa." Museum shows and exhibitions featuring his work include the "Dark Side of Gold," a 2015 exhibit of more than 80 of his child labor photographs at the Norsk Bergverksmuseum in Kongsburg, Norway; the 2015 "Visions of Conflict," at Wright State University featuring the work of four international photographers in conjunction with the Dayton Literary Peace Prize; "Digging for Gold," an 2014 exhibit at Yale University; and "The Philippines and Indonesia: The Cost of Gold," at the 2014 Olympus InVision Photo Festival, among others.

Since 2003, Larry has been a designated "Visionary Photographer" for Olympus America Inc., one of a small group professional photographers contracted by the camera company to produce images and provide feedback on new product lines. He spends much of his time shooting with the Olympus OMD series of cameras, and an arsenal of Zuiko lenses.

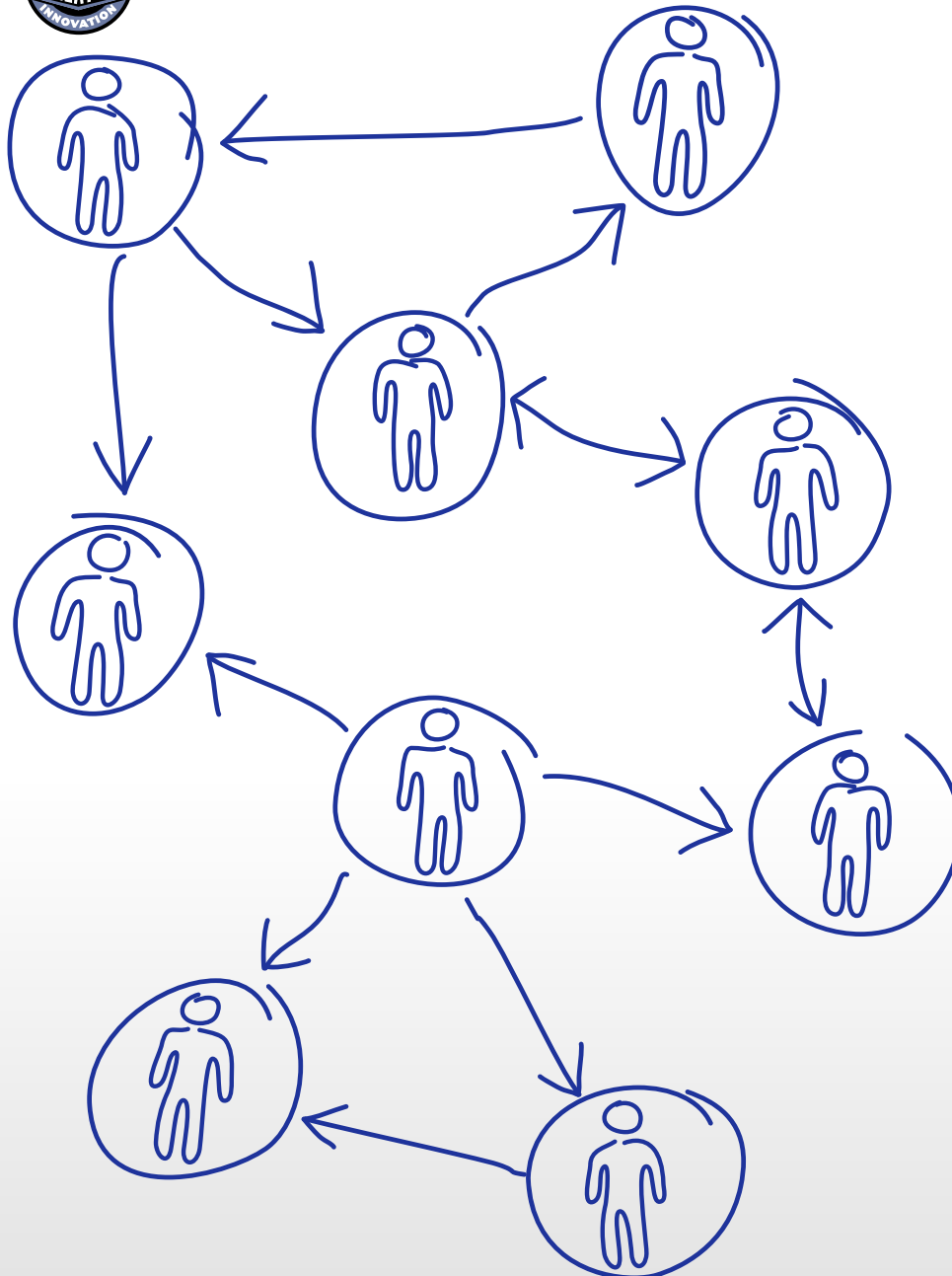
Larry is available for editorial, corporate, or advertising assignments anywhere in the world.



# WWW.LARRYCPRICE.COM



## ORGANIZATIONAL CHART



CREATE LUST • EVOKE TRUST

**ATTACHMENT VIII  
REFERENCES**

Provide three (3) references, that Respondent has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided. One reference should be a municipality or public sector client. Additionally, please include one reference for a terminated client.

**Reference No. 1:**

Firm/Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Date and Type of Service(s) Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_**Reference No. 2:**

Firm/Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Date and Type of Service(s) Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_**Reference No. 3:**

Firm/Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Date and Type of Service(s) Provided: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



OUR JOB IS TO MAKE YOU MORE MONEY THAN YOU PAY US.

### Dayton Public Schools Marketing : Photo project

*A day in the life Dayton Public Schools competition*

**Problem:** DPS is relying on stock photos on the website. We're also having a difficult time showing our best side.

**Solution:** Have a day in the life project.

Challenge 29 professional photographers (1 per building)- or serious amateurs, to spend a day in a single school selected by random drawing- and submit at least 20 photos, showcasing teachers, students, buildings, engagement- etc. with their top 10 for printing and show.

To be chosen, the photographers would be selected from a juried competition- where they have to submit at least 10 photos showcasing their best relevant work.

Each photographer would be paid \$250 for the day and have full and total access. (total cost \$7250).

Each would have to pass a background check (don't know cost of this)

To be paid: The minimum requirement is that the files be at least 6 mega pixels and deliver at least 20 photos on disk – to be paid, with 10 for judging.

Submitted photos will all be printed as 12x18 on photo quality paper stock (Fuji Lustre)- at expense to DPS (minimum 290 photos) appx \$826.50 (our cost \$2.85 ea from Digital Fringe who would be a partial sponsor)

We will post all the photos online- for review- and there will be a show where guests will get to pay \$10 to come in- be entertained by Stivers Jazz band, etc- and be given a ballot – numbered 1 through 10- with their name on them.

Photos will be numbered for voting- guests will be asked to rank their top 10 photos- with the chance to win their first choice.

Cash bar- and light hors d'orves: cost: \$1500 (possible sponsorship by Coco's and Sidebar)

At the end of the evening- the count will be taken. If only 1 number 1 per photo- that person takes it home. If multiple- a random drawing. Everyone who buys a ticket will get a print.

Anyone attending may also place orders for prints- as will people online after.

Prints will be sold for \$20 each. Those in attendance may purchase the remaining prints at the end of the evening for \$10 each.

Photographers will be awarded prizes based on points for photos- a #1 choice is worth 10 points, down to a #10 is worth 1 point. The five highest scoring photographers- most points total- get bonuses: \$500 for number 1, \$400 for number 2 etc. \$1500 total cost.

When a print is sold online- the photographer will get \$5 each.

Total direct costs: \$11076.50

Program administration promotion, website construction- \$5000 to be done by The Next Wave

Total cost: \$16076.50

Potential revenue: 200 guests @\$10 = \$2000

(note, guests can buy more than one voting ticket)

Potential leftover print sales at \$10- est. 80 = \$800

Potential later photo sales at \$20 for extra prints 100 = \$1500 (less photographers \$5 ea)

Total revenue: \$4500 minimum (not including cash bar revenue)

Final cost: \$11,775 for 29 photographers that provide 580 photos to use (stock for \$20 per shot).

Site is called DaytonPublicSchoolsOneDay.com Possible coffee table book as well to sell.

Promotes DPS in the best light. Gets local photographers a chance to be seen and make money. Potential revenue to DPS for remainder of year through print sales.

Marketing solutions from The Next Wave

Submitted 16 Jun 2011

100  
BONNER  
STREET  
DAYTON  
OH  
45410  
FAX  
2284111  
937  
2284433



**ATTACHMENT I  
GENERAL INFORMATION**

- 1. Respondent Information:** Provide the following information regarding the Respondent.  
(NOTE: Co-Respondents are two or more entities proposing as a team or joint venture with each signing the contract, if awarded. Sub-contractors are not Co-Respondents and should not be identified here. If this proposal includes Co-Respondents, provide the required information in this Item #1 for each Co-Respondent by copying and inserting an additional block(s) before Item #2.)

Respondent Name: \_\_\_\_\_  
(NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Website address: \_\_\_\_\_ Year established: \_\_\_\_\_

Provide the number of years in business under present name: \_\_\_\_\_

Social Security Number or Federal Employer Identification Number: \_\_\_\_\_

Comptroller's Taxpayer Number, if applicable: \_\_\_\_\_  
(NOTE: This 11-digit number is sometimes referred to as the Comptroller's TIN or TID.)

Business Structure: Check the box that indicates the business structure of the Respondent.

☐ Individual or Sole Proprietorship. If checked, list Assumed Name, if any: \_\_\_\_\_  
☐ Partnership  
☐ Corporation                      If checked, check one:                      ☐ For-Profit   ☐ Nonprofit  
   ☐ Domestic   ☐ Foreign

Also, check one:

☐ Other If checked, list business structure: \_\_\_\_\_

Printed Name of Contract Signatory: \_\_\_\_\_

Job Title: \_\_\_\_\_

(NOTE: This RFQ solicits proposals to provide services under a contract which has been identified as "High Profile". Therefore, Respondent must provide the name of person that will sign the contract for the Respondent, if awarded.)

Provide any other names under which Respondent has operated within the last 10 years and length of time under for each:

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Provide address of office from which this project would be managed:

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Annual Revenue: \$ \_\_\_\_\_

Total Number of Employees: \_\_\_\_\_

List Percentage of Employees that reside in the following:

**DPSD** \_\_\_\_\_% **City of Dayton** \_\_\_\_\_% **Montgomery County** \_\_\_\_\_% **Ohio** \_\_\_\_\_%

Briefly describe other lines of business that the company is directly or indirectly affiliated with:

---

---

---

List Related Companies:

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- 2. Contact Information:** List the one person who DPSD may contact concerning your proposal or setting dates for meetings.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone No. \_\_\_\_\_ Fax No: \_\_\_\_\_

Email: \_\_\_\_\_

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes \_\_\_ No \_\_\_

4. Is Respondent authorized and/or licensed to do business in Ohio?

Yes \_\_\_ No \_\_\_

If "Yes", list authorizations/licenses.

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5. Where is the Respondent's corporate headquarters located? \_\_\_\_\_

6. **Local/County Operation:** Does the Respondent have an office located in Dayton, Ohio?

Yes \_\_\_ No \_\_\_

If "Yes", respond to a and b below:

- a. How long has the Respondent conducted business from its Dayton office?

Years \_ Months\_\_

- b. Choose only one (1) Is the firm headquartered in the following:

DPSD? \_\_\_ City of Dayton \_\_\_ Montgomery County \_\_\_ Ohio \_\_\_\_\_

7. **Debarment/Suspension Information:** Has the Respondent or any of its principals been debarred or suspended from contracting with any public entity?

Yes \_\_\_ No \_\_\_

Y

If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.

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**8. Surety Information:** Has the Respondent ever had a bond or surety canceled or forfeited?

Yes \_\_\_\_ No \_\_\_\_

If "Yes", state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.

**9. Bankruptcy Information:** Has the Respondent ever been declared bankrupt or filed for protection from creditors under state or federal proceedings?

Yes \_\_\_\_ No \_\_\_\_

If "Yes", state the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.

**10. Disciplinary Action:** Has the Respondent ever received any disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations?

Yes \_\_ No \_\_

If "Yes", state the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.

**11. Previous Contracts:**

a. Has the Respondent ever failed to complete any contract awarded?

Yes \_\_ No \_\_

If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

b. Has any officer or partner proposed for this assignment ever been an officer or partner of some other organization that failed to complete a contract?

Yes \_\_ No \_\_

If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.

c. Has any officer or partner proposed for this assignment ever failed to complete a contract handled in his or her own name?

Yes \_\_ No \_\_

If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.



**ATTACHMENT IX – CURRENT CLIENT LIST**

NAME OF FIRM		PROPOSAL DATE	
Client Names	City/State	Contract Term	Summary of Services Provided



# CITY OF DAYTON, OHIO

## HUMAN RELATIONS COUNCIL

371 West Second Street, Suite 100, Dayton, OH 45402-1417

(937) 333-1403 • FAX 222-4589

[www.daytonohio.gov/departments/hrc](http://www.daytonohio.gov/departments/hrc)



Catherine H. Crosby  
Executive Director

Board of Directors

Amaha Sellassie  
Chair

Rev. Dr. Sherry Gale  
Vice-Chair

Dr. Olatokunbo Awoshakin  
Scotty Didier  
Rev. Darryl Fairchild  
Dwayne Johnson  
Michelle Kaye  
Kiya Patrick  
Michael White

August 29, 2016

The Next Wave Innovation and Marketing

Jennifer Selhorst

100 Bonner St

Dayton, OH 45449

Dear Ms. Selhorst:

We have received your Affirmative Action Assurance Form and determined the following:

  X   It is approved for one year and will expire

on                     August 31, 2017                    .

If you have any questions, please contact me at (937)333-1430.

Sincerely,

Vicki Krapf

Senior Contract Compliance Officer

NOTE: The above noted approval places your company on The City of Dayton's Approved Bidder's List. This does not certify your company as a Minority, Female or Small Disadvantaged Business

# IP III COMMUNITY INCLUSION EDBE/EDGE AND WORKFORCE PARTICIPATION FORM



RFP: 16-846

Project Name: Marketing Services for Dayton Public Schools Prime Contractor The Next Wave Contact Name David Esrati Phone (937) 228-4433

Email esrati@thenextwave.biz Dayton Board of Education has adopted a Community Inclusion Program for the Dayton Public School District. This form is to be used to record EDBE/EDGE firms contacted, good faith efforts made and any resultant participation under the aforementioned Program. The completed form should be submitted at the time of bid by the prime contractor. In order to participate in this Program, EDBE/EDGE contractors must be certified under the rules and regulations pertinent to this program. When determining the level of EDBE/EDGE participation, only the total work performed by the EDBE/EDGE, either singularly or severally, will be considered. Refer to Good Faith Effort (GFE) in the bid specifications for evaluation criteria. Contact the DPS point of contact for solicitation with questions regarding this form.

List all Economically Disadvantaged (EDBE/EDGE) Firm's Contacted	Describe how EDBE/EDGE firm contacted and follow-up	Bid Rcvd? Yes, \$ Amount	Check type of bid and describe work scope to be provided	List bid \$ amount, if bid low, and negotiation results.	Describe attempt to carve out a smaller work scope.	\$ Amount to EDBE/EDGE PO/contract Info	% of Base Bid
<b>The Next Wave</b> Disadvantaged Firm Name <b>31-1228264</b> Tax I.D. Number <b>100 Bonner St.</b> Street Address <b>Dayton OH 45410</b> City/State Zip Code Contact Name Phone Number Email	Fax Date _____ Phone Date _____ Email Date _____ News ad Date _____ Follow-up? Yes ___ No ___ Describe:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <b>\$ 250,000</b>	<input checked="" type="checkbox"/> Prime ___ SubContract ___ Joint ___ Service ___ Venture ___ Supplies or Equipment Describe:	Bid \$ _____ Low bid? Yes ___ No ___ ___ % over low Negotiation? Yes ___ No ___ If not, why? _____ Yes, Date _____ Describe results		\$ _____ PO/Contract# _____ Date _____ If none, expected PO date: _____ Copy of PO/Contract must be forwarded to DPS Compliance Agent	<b>100%</b>
Disadvantaged Firm Name Tax I.D. Number Street Address City/State Zip Code Contact Name Phone Number Email	Fax Date _____ Phone Date _____ Email Date _____ News ad Date _____ Follow-up? Yes ___ No ___ Describe:	Yes ___ No ___ \$ _____	Prime ___ SubContract Joint ___ Service Venture Supplies or Equipment Describe:	Bid \$ _____ Low bid? Yes ___ No ___ ___ % over low Negotiation? Yes ___ No ___ If not, why? _____ Yes, Date _____ Describe results		\$ _____ PO/Contract# _____ Date _____ If none, expected PO date: _____ Copy of PO/Contract must be forwarded to DPS Compliance Agent	

Total Dollar Amount of Prime Contractor's Base Bid \$ \$ 250,000 Total Dollar EDBE/EDGE contracts \$ \$ 250,000 Percent EDBE/EDGE awards to base bid 100% Percent anticipated School District Workforce 80%  
 Contractor certifies information provided is true, and that no changes to EDBE/EDGE contractors will be made without notifying DPS Compliance office or acting agency, so that attempts can be made to substitute with another EDBE/EDGE contractor. Contractor further certifies intent to actively seek and engage in continued activity to increase participation with contractors and or School District Workforce in an attempt to meet District's 35% EDBE/EDGE and 25% school district workforce goals.

Print Name David Esrati Title Owner Signature \_\_\_\_\_  
 The afore-named party is authorized to duly attest to this document on this 29th day of August before Notary Public \_\_\_\_\_ State of Ohio Commission expires \_\_\_\_\_ affix seal here.

DPS 8-98 Please duplicate this form as required to document all EDBE/EDGE contracts, good faith efforts and contracts awarded towards the District's 35% EDBE/EDGE goal. Attach any supporting documents to this form. Notarize final sheet only.



Stephanie M. Webber  
 Notary Public, State of Ohio  
 My Commission Expires 08-29-2017

INCLUSION PROGRAM

**ATTACHMENT VII**  
**AFFIDAVIT FOR AFFIRMATIVE ACTION HIRING PRACTICES**

**DECLARATION OF AFFIRMATIVE ACTION HIRING PRACTICES**  
**DECLARATION UNDER PENALTY OF PERJURY**

The undersigned declares that: he/she holds the position indicated below as a corporate officer or the owner or partner in the business entity submitting these Qualifications; that the undersigned is informed of all the relevant facts surrounding the preparation and submission of these Qualifications; that the undersigned knows and represents and warrants to the DPSD that the firm hiring practices meets federal guidelines for hiring without prejudice of race, gender, religion, and/or sexual orientation. Furthermore, upon contracting with the District, the firm will provide an approved Affirmative Action plan from the City of Dayton Human Relations Council and/or another certifying body approved at the sole discretion of DPSD.

I declare under penalty of perjury that the foregoing is true and correct.

FIRM: \_\_\_\_\_

BY: \_\_\_\_\_  
(Signature)

TITLE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

DATE: \_\_\_\_\_





**DEPARTMENT OF VETERANS AFFAIRS  
Center for Verification and Evaluation  
Washington DC 20420**

May 26, 2016  
In Reply Refer To: **00VE**

Mr. David Esrati  
David Esrati  
DBA: The Next Wave Marketing Innovation  
DUNS: 627406994  
100 Bonner Street  
Dayton, OH 45410-1306

Dear Mr. Esrati:

On behalf of the U.S. Department of Veterans Affairs (VA), Center for Verification and Evaluation (CVE), I am writing to inform you that David Esrati DBA: The Next Wave Marketing Innovation (David Esrati) has been verified as a Service-Disabled Veteran-Owned Small Business (SDVOSB) and added to the Vendor Information Pages (VIP) at <http://www.vip.vetbiz.gov>. David Esrati will be eligible to participate in Veterans First Contracting Program opportunities with VA.

**This verification is valid for two years from the date of this letter.** Please retain a copy of this letter to confirm David Esrati's continued program eligibility in accordance with 38 Code of Federal Regulations (CFR) § 74.12. You may reapply 120 days prior to your expiration date by logging in to your VIP profile.

To promote David Esrati's verified status, you may use the following link to download the logo for use on marketing materials and business cards:

[http://www.vetbiz.gov/cve\\_completed\\_s.jpg](http://www.vetbiz.gov/cve_completed_s.jpg). In addition, please access the following link for information on the next steps and opportunities for verified businesses:  
<http://www.va.gov/osdbu/verification/whatsNext.asp>.

To ensure that David Esrati is correctly listed in the Vendor Information Pages, check David Esrati's profile for the verified logo. Please notify us if the logo is not present within 72 hours of receipt of this letter.

While CVE has confirmed that David Esrati is presently, as of the issuance of this notice, in compliance with the regulation, David Esrati must inform CVE of any changes or other circumstances that would adversely affect its eligibility. Eligibility changes not reported to CVE within 60 days could result in a referral to the Office of Inspector General (OIG), a referral to the Debarment and Suspension Committee, and the initiation of cancellation

*"World Class Professionals*

*Enabling Veteran Business Opportunities by Protecting the Veteran Advantage - One Vet at a Time"*

Page 2.

Mr. David Esrati

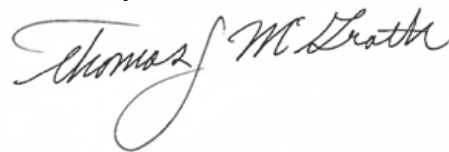
proceedings—all of which could result in David Esrati being removed from the VIP Verification Program.

Please be advised all verified businesses may be required to participate in one or more post-verification audits at CVE's discretion. Additionally, this letter and other information pertaining to David Esrati's verification application may be subject to Freedom of Information Act (FOIA) requests. However, FOIA disclosures include exceptions regarding the personal privacy of individuals, and VA policy similarly provides limitations on the release of individual records.

If David Esrati receives a negative size determination from the U.S. Small Business Administration (SBA), CVE must act in accordance with 38 CFR § 74.2(e). Also note, if at any time David Esrati discovers that it fails to meet the size standards for any NAICS Code(s) listed on its VIP profile, CVE requires such NAICS Code(s) be removed within five (5) business days. If the NAICS Code(s) are not removed within the allotted five (5) business days, CVE may request SBA conduct a formal size determination. In addition, CVE may initiate a referral to OIG, a referral to the Debarment and Suspension Committee, and pursue cancellation proceedings. All of the aforementioned referrals and procedures could result in David Esrati being removed from the VIP Verification Program.

Thank you for your service to our country and for continuing to serve America through small business ownership.

Sincerely,

A handwritten signature in black ink, reading "Thomas J. McGrath". The signature is fluid and cursive, with the first name "Thomas" being the most prominent.

Thomas J. McGrath  
Director  
Center for Verification and Evaluation

ATTACHMENT VI  
AFFIDAVIT ON DISCLOSURE OF DELINQUENT PROPERTY TAXES

AFFIDAVIT ON DISCLOSURE OF  
DELINQUENT PERSONAL PROPERTY TAXES  
(R.C. 5719.042)

State of Ohio  
County of Montgomery

The undersigned being duly authorized officer (s) or owner (s) of (company) do solemnly swear or affirm that charges of personal property taxes of any county in which the Dayton Board of Education has territory (have) (have not) been made against (company).

  
Signature of Officer or Owner

Sworn or affirmed to before me and subscribed in my presence this

20<sup>th</sup> day of January 2017



CHERISH L. CRONMILLER, Notary Public, State of Ohio  
My Commission has no expiration date.  
Section 147.03 O. R. C.

  
Notary Public

My Commission Expires

N/A