



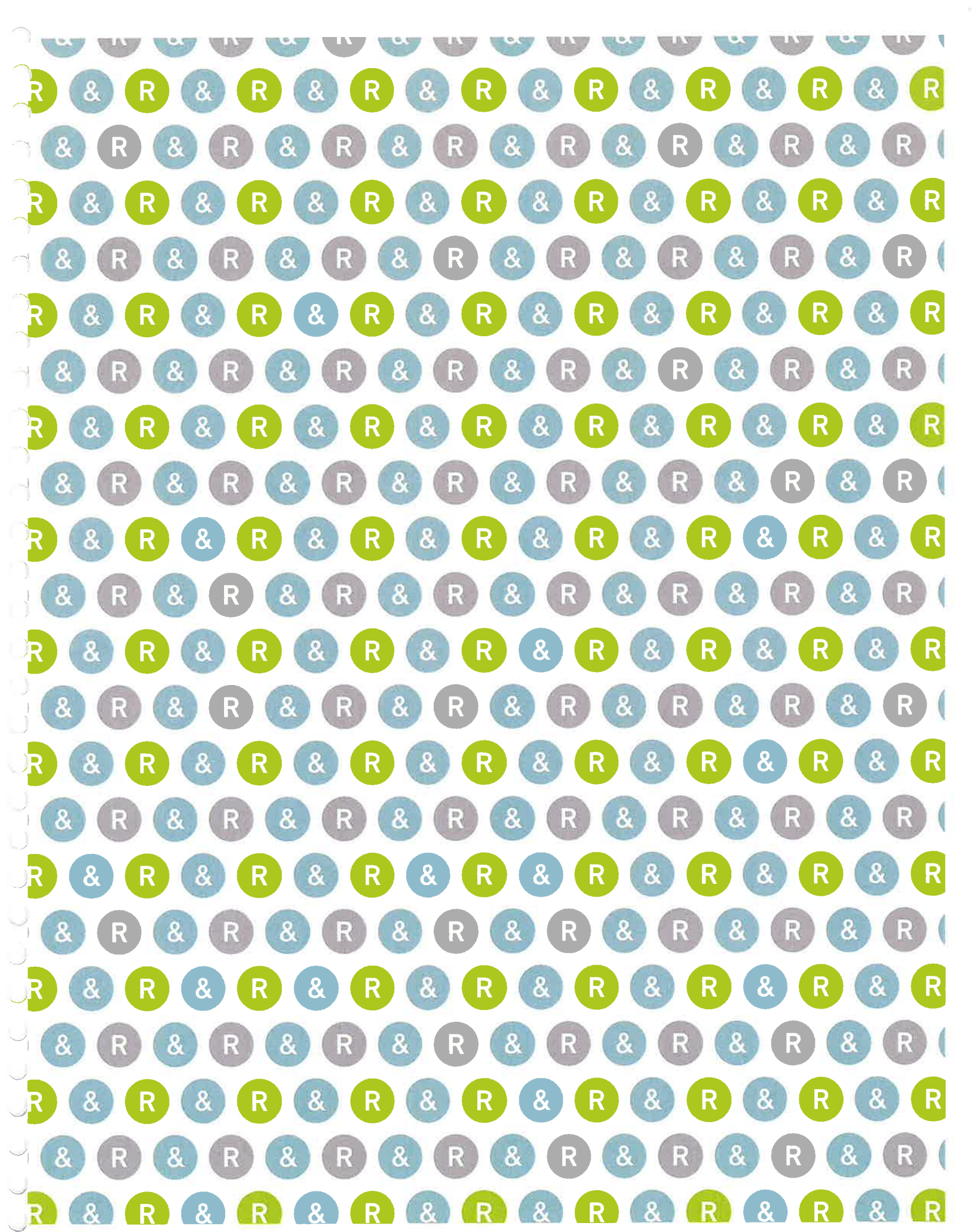
REQUEST FOR PROPOSALS #15-1205TP

UTA ADVERTISING AGENCY SERVICES—QUALITY PROPOSAL

**Utah Transit Authority
669 West 200 South
Salt Lake City, Utah 84101**

**Submitted by R&R Partners
837 East South Temple
Salt Lake City, Utah 84102**

March 23, 2015



EXECUTIVE SUMMARY

UTA AND R&R PARTNERS HAVE BUILT SOMETHING AMAZING TOGETHER.

The past 14 years have been the most successful in the Utah Transit Authority's history.

UTA passed two sales tax increases, something that hadn't been accomplished since the Authority's initial funding agreement in 1974. In doing so, UTA and R&R also established the national blueprint for successful transit referenda—one that is still being followed today.

With R&R, UTA ridership grew 56%—three times the national average.

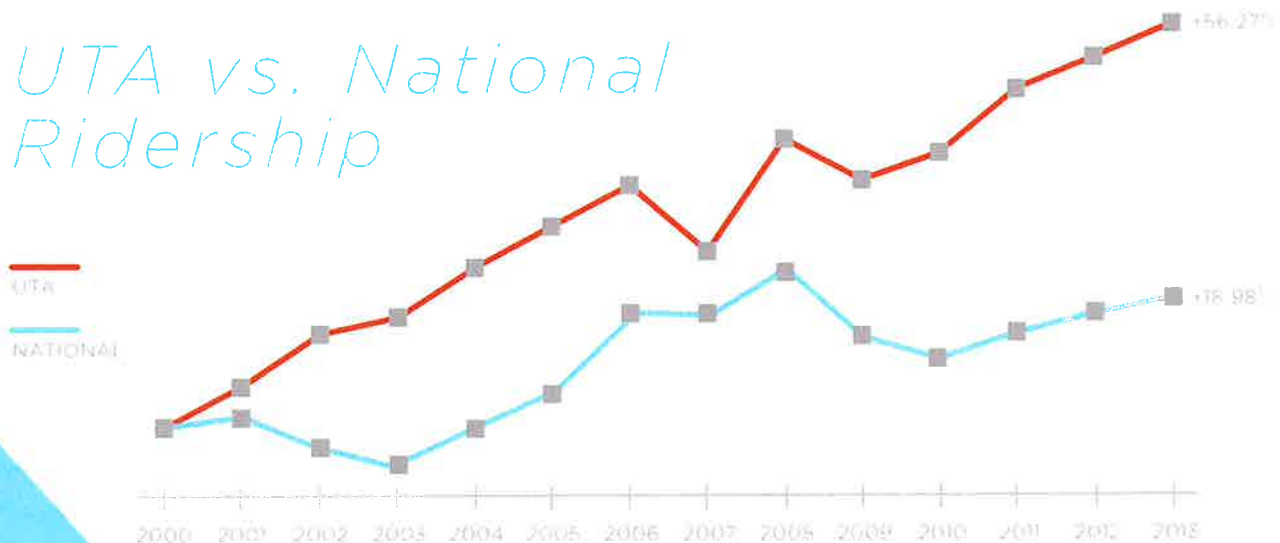
UTA and R&R Partners launched ten new rail lines together. We redesigned and repositioned the bus system. We rebranded and repainted an entire fleet of vehicles to improve perceptions and encourage ridership. We successfully marketed and hosted the Olympic Winter Games, and we won every major transit industry award for our communications innovations.

What's most important, however, is that since the year 2000, when UTA partnered with R&R, ridership has hit all-time highs, growing more than 56 percent—the fastest growth UTA has seen since the 1970s.

Now one might say, "Of course ridership has increased. UTA opened a lot of new service." That's accurate. However, lots of new transit service has been built across America over the past 14 years, and UTA's ridership has still grown three times faster than the national average. That's huge.

UTA and R&R Partners are doing something right, and more Utahns are riding transit as a result.

UTA vs. National Ridership



WHY TAKE A STEP BACKWARDS?

During this RFP process, other ad agencies are going to tell you that UTA and R&R Partners have worked together for too long. They'll tell you that it's time for new thinking, that what UTA is doing now isn't working. All of that obviously isn't true.

UTA's ridership and public favorability have never been higher than during the years working with R&R, and UTA has been named the Outstanding Public Transportation System in America, twice, during our partnership.

Nobody in the US does transit marketing better.

Since 2000, R&R Partners has built more transit ridership, passed more transit referenda, and branded more transit systems than any other ad agency in America, not just Utah. We've worked with transit companies from the East Coast to Hawaii, and our marketing campaigns have been recognized as among the most effective in North America—not just in the transit industry—standing shoulder-to-shoulder with ad campaigns for brands like Nike and Microsoft. Nobody in the US does transit marketing better.

The UTA/R&R partnership is a powerful one, and it's working as well today as it ever has.

THE FUTURE IS BRIGHT.

While past accomplishments are noteworthy, it's what lies ahead that's even more exciting.

The Wasatch Front's air quality is a problem, and UTA is ideally positioned to be part of the solution. With new rail lines open, the next major ridership opportunity is the bus system. Millennials are embracing transit nationwide. Technology is changing everything from how people wait for their bus or train to how they pay their fare, and sometime soon, all of the above will likely require passing another sales tax referendum.

R&R Partners is ready to help UTA face these opportunities, challenges and more. Our track record together has been extraordinary, and there's every reason to believe that the success will continue.

R&R's promise to UTA today is the same as it was when our partnership started years ago: Together, we'll move people.

Note: R&R believes in recycling. After this RFP process is complete, please recycle these pages and remove the RFP label from the front of this folder for reuse.

R&R is ready to help UTA meet an exciting future.

TABLE OF CONTENTS

A/ QUALIFICATIONS & EXPERIENCE • 3

B/ WORK SAMPLES & CASE STUDIES • 17

C/ OPPORTUNITIES & CHALLENGES • 23

D/ WORK APPROACH • 34

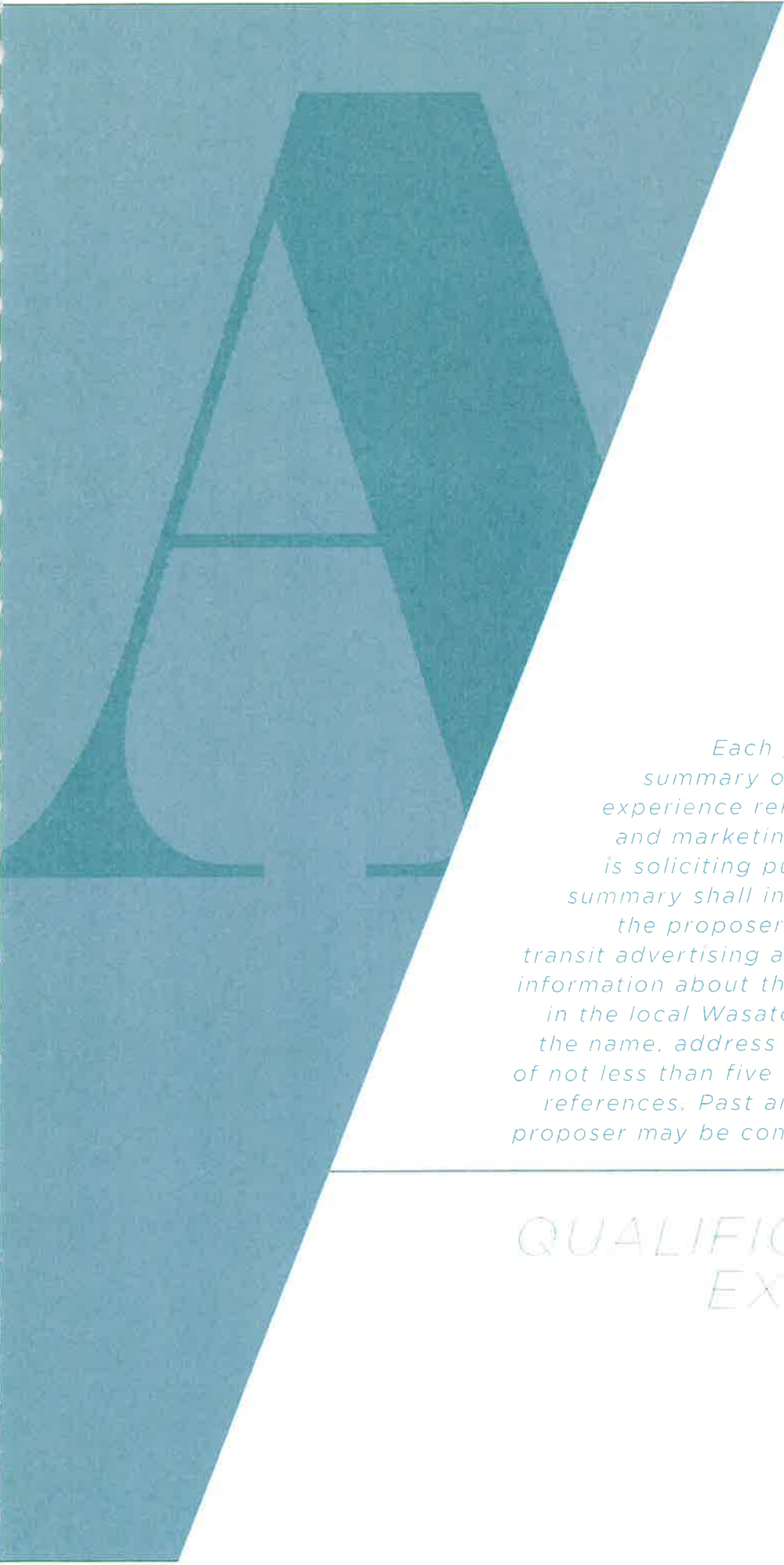
E/ BIOGRAPHIES • 38

F/ ORGANIZATION • 46

G/ FINANCIAL STATEMENTS • 47

H/ LEGAL • 48

I/ APPENDIX • FORMS & RÉSUMÉS

A large, stylized, dark blue letter 'A' is positioned on the left side of the page, extending from the top to the bottom. It has a modern, geometric design with a horizontal bar. The page has a white background with a yellow border on the right side. The text is in a serif font, italicized, and is located in the middle-right section of the page.

Each proposer shall provide a summary of proposer's history and experience relevant to the advertising and marketing services the Authority is soliciting pursuant to this RFP. This summary shall include information about the proposer's specific experience in transit advertising and marketing, as well as information about the proposer's experience in the local Wasatch Front market. Include the name, address and contact information of not less than five (5) current performance references. Past and present clients of the proposer may be contacted by the Authority.

QUALIFICATIONS & EXPERIENCE

ABOUT R&R PARTNERS

R&R Partners is America's most successful transit-marketing firm. We've built more transit brands and increased transit ridership, promoted more alternative forms of transportation, and passed more transit referenda than any other advertising agency in the country. We also know the Wasatch Front. We believe our combination of transit experience and local expertise will enable R&R Partners to deliver the greatest return on the Utah Transit Authority's marketing investment.

R&R Partners is uniquely suited to address the current needs of UTA. We like to say "we're a lot more than advertising." In this document, we'd like to show you why, by demonstrating the following:

1 / *WE UNDERSTAND THE ISSUES THAT AFFECT UTA'S CURRENT AND FUTURE SUCCESS.*

2 / *WE HAVE THE BACKGROUND, EXPERIENCE AND RESOURCES TO HELP UTA EFFECTIVELY ADDRESS THESE ISSUES.*

3 / *WE BRING A UNIQUE SET OF SERVICES TO UTA THAT TRANSCEND THE CAPABILITIES OF MOST ADVERTISING AGENCIES.*

WHO WE ARE

Before we begin talking qualifications, please allow us to introduce ourselves (for those of you who may not know us).

R&R Partners is a full-service, independent agency dedicated to helping clients thrive in complex, fast-moving business climates. Experts in helping companies and organizations capitalize on their own pivotal moments, R&R Partners has evolved into a total communications approach that builds value and leadership with every step.

KEY FACTS

FOUNDED IN 1974

FULL SERVICE

FULLY INTEGRATED

IN-HOUSE

INDEPENDENT, PRIVATELY HELD

330 EMPLOYEES

9 OFFICES

Salt Lake City / Austin / Denver

Las Vegas / Los Angeles

Mexico City / Phoenix

Reno / Washington, DC

WHAT WE DO

This is no ordinary business climate, and ours is no ordinary approach. Brand strategy. Digital. Social. Advertising. Media. Public relations. Government/public affairs. Our tools may seem familiar, but how we integrate them is not. That's because we've been a fully integrated agency well before most in the industry knew what that meant. Plus, our political roots give us a unique expertise creating and managing the kind of ongoing dialogue that builds brands and reputations.

What sets us apart from other advertising agencies is our "Build the Brand, Protect the Brand" philosophy, honed by decades of experience marketing highly regulated, taxpayer-funded industries. When you look at our client list, you'll see travel and tourism, healthcare, utilities, telecommunications and transit.

What makes these types of companies and organizations unique is their success depends on more than just a consumer audience. Their brands have to resonate among taxpayers, legislators, boards of directors, unions, shareholders, the media, and more. And for these types of companies to falter, all it takes is one. One misunderstood comment. One crisis badly handled. One reporter ignored. In today's world, everything printed, advertised, or stated about your brand is instantly available to everyone else. It's all in the public eye. Customers will read the interview your general manager gave to a trade magazine. A state senator will hear your ad on the radio the night before an important committee hearing. A reporter will follow your Facebook page and Twitter feeds for background information on the story she's preparing. Everybody sees everything.

So if all of those messages aren't coordinated, which one should people believe? If they're not all making the same point and painting the same picture about UTA, what is that saying? All of your long- and short-term strategic brand messages must work together to create a single, consistent perception.

*Build the Brand.
Protect the Brand.*

That's where R&R Partners comes in. It's what we do. Our "Build the Brand, Protect the Brand" approach is underpinned by our ability to see the totality of a public organization and its programs, and accommodate these disparate disciplines in a cohesive, proactive communications program. In other words, R&R Partners is a lot more than just advertising.

Unlike most marketing firms, R&R Partners is structured to manage all brand communications for UTA, no matter what the medium or target audience. That's why we offer expert capabilities not usually found at traditional ad agencies, including the following:

- Advertising and marketing
- Graphic design
- Copywriting and editing
- Media planning and placement
- Video and radio production
- Special events
- Public relations
- Crisis communications
- Sponsorships
- Market research
- Strategic planning
- Community relations
- Direct marketing
- Internet and mobile marketing
- Social media
- Government and public affairs

We realize that UTA probably won't need all of these services. If you just want R&R Partners to create an effective ridership campaign, we can do that (extremely well, in fact). However, because R&R has all of these services in house, all disciplines influence each other every day. As our client, it's nice to know that when you engage our services to help increase ridership, everybody at R&R Partners is also aware of how that initiative is resonating with your other key audiences. We won't just build the UTA brand. We'll protect it.

WE'RE THE TRANSIT EXPERTS

No advertising agency in the country offers the transit-related marketing experience that R&R Partners does. Our transit client successes literally extend from coast to coast. We've successfully created, repositioned, and strengthened some of the strongest brands in the public transportation industry, and we've created some of the most innovative and effective transit ridership campaigns in America.



Our transit-related work is recognized as among the best in the nation, consistently winning awards for its creativity and effectiveness. The American Public Transportation Association (APTA), who sees the transit marketing of every system in America, regularly chooses to work with R&R Partners.

R&R Partners has been an integral part of shaping the public's perception and maximizing the return on investment for many transit brands. We've worked closely with the Utah Transit Authority, Orange County Transportation Authority, Valley Metro and others to create effective marketing that has included ridership campaigns, promotion of alternative modes of transportation, comprehensive research studies, pass sales campaigns, event promotion, rebranding of collateral, referenda campaigns and much more. Our work has consistently received accolades from APTA, the Public Relations Society of America and the American Advertising Federation.



Together with our transit-related clients, we continue to make a difference and move people. The members of R&R Partners' transit-related marketing team have an incredible amount of experience with marketing and advertising in the transit industry. The following examples had direct involvement by the key personnel included in this RFP response.

Utah Transit Authority

When it comes to relevant experience, our most relevant is, of course, the work we've done with you. After over a decade of partnership, R&R continues to be involved in the development of new programs at UTA, including branding efforts, ridership campaigns, new fare pay products, rideshare programs, bike events, clean air initiatives and more.

BRANDING

When people think of transit brands, the image that almost always comes to mind first are vehicles—the buses and trains that people ride everyday. Because of this fact, how vehicles look has a tremendous impact on how riders and the general public think about a transit company. In the early 2000s, UTA's buses and trains were sending the wrong message. While vehicles were generally well maintained, they were big, white boxes with two simple stripes. Focus groups described them time and again as, “old, slow, and dirty.”

To improve UTA brand perceptions and ridership, R&R Partners developed 20 new bus designs for testing. Study participants were asked two simple questions. First, “If all of these buses were going to the same destination at the same time, which one would you choose to ride?” And second, “Why did you pick that bus?” These two questions allowed people to evaluate designs in terms of ridership potential, and not as amateur art critics.

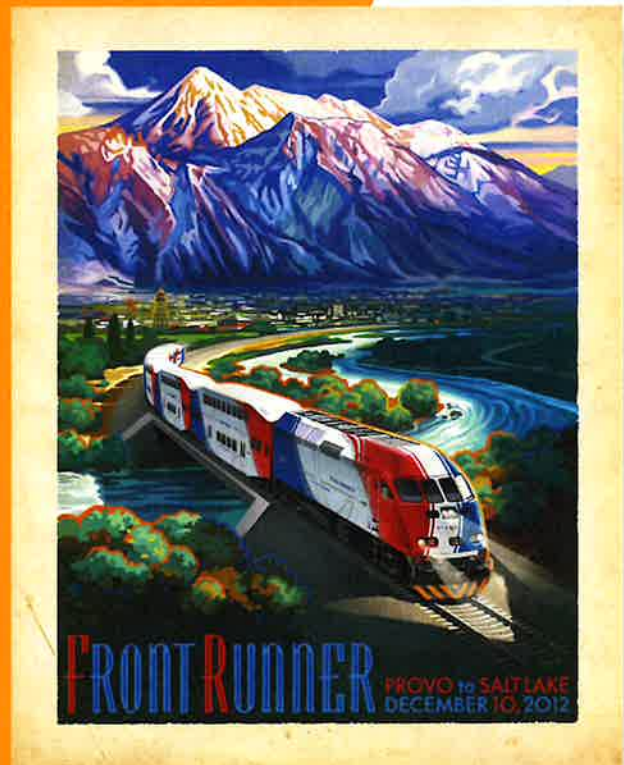
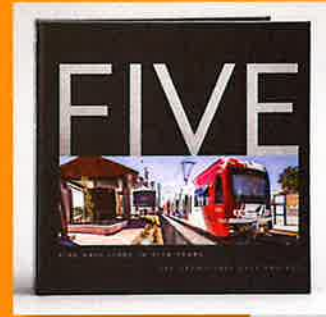
People told R&R that UTA's new angled vehicle design looked fast, modern, clean and “like something you would expect to see in Europe, not Utah.” From a utilitarian standpoint, the red front made buses easier to spot for riders waiting at stops, solid colors made paint retouching easier and less expensive, and the reflective white and silver striping improved visibility and safety. The new paint scheme has since transitioned to UTA's entire fleet, unifying the system with a look designed to maximize ridership and public favorability.



UTA and R&R are currently taking these same brand themes and applying them to street-level brand touch points, and embarking on a full redesign of rail system maps, schedules, station signage and bus stop signs.

NEW RAIL LINE LAUNCHES

R&R Partners worked closely with UTA to ensure new rail lines were launched in a way that communicated they were all pieces of a larger system. The TV spots for many of the lines were written and partially filmed at the same time, prior to the first line's launch—meaning that grand opening ads were being built, in some cases, years before the actual trains were. By getting ahead of the launches and standardizing the messaging, each new rail line was more easily integrated into the overall system, and the cumulative positive impact on the UTA brand was magnified.



The last of the five rail lines was launched in August 2013, nearly a year-and-a-half ahead of schedule and under budget. UTA worked closely with R&R to ensure these important milestones and successes were noted across each launch, by way of full broadcast, print, online and social media campaigns. Each launch event garnered the support and participation of key leaders, including Utah's governor, city mayors and representatives from the US Department of Transportation. All five events were covered on all four major TV networks, on multiple radio stations and with feature articles in all the major newspapers, earning tens of thousands in free media. For each new rail line, grand opening event attendance, and more importantly ridership, exceeded projections, and ridership continues to be strong to date. In addition, annual brand awareness research demonstrated lasting spikes in consumer trust, perceptions of fiscal accountability, and of being a forward-thinking organization as a result of the new rail launches.

FAREPAY LAUNCH

Whether it's event attendance or the launch of new products, non-traditional media placements and the integration of all communications to online and social continue to be key strategies to engage both current and potential UTA customers. Last year, UTA launched a highly anticipated new fare product, FAREPAY, offering riders a more convenient way to pay their fare with a prepaid, reloadable card, thereby eliminating the need to carry exact change or wait at a ticket machine. Instead, riders simply load money to their FAREPAY card online, or at over 300 retail locations, and then tap it on a card reader to ride UTA.

R&R developed a campaign to highlight the new card's many benefits and encourage trial; including a comprehensive digital campaign designed to engage target audiences online who were already in the mindset to make travel decisions (linking them directly to UTA's FAREPAY e-commerce landing page), along with unique in-store installations that were created to engage potential customers in a fun way near the point of purchase. The resulting sales far exceeded projections and significantly increased ridership, with a cumulative 11,243 cards sold in the first 12 months of the program, nearly a million dollars in redeemed value and over 475,000 FAREPAY-related boardings.

LOAD. RIDE. REPEAT.

Save 20% off cash fare.* Buy at a retailer near you.

*On select services



— Click here —

UTA 

MORE GO. FOR LESS.

Save 20% off cash fare.* Buy at a retailer near you.

*On select services



— Click here —

UTA 

CLEAN AIR INITIATIVES

Consumer research continues to reveal an emerging concern for air quality. Taking public transit, and UTA specifically, is seen as an actionable way to make a difference, especially in the winter months when temperature inversions trap a layer of tailpipe emissions in the Salt Lake Valley. R&R and UTA see this as not only an opportunity to make a difference, but also as a key opportunity to strengthen UTA's brand perception and position—maybe even giving public transit a leg-up on the automobile. Whether it's partnering with the governor and business leaders, providing pass incentives during a winter inversion, or educating the public about the positive impact UTA has on Utah's air quality, with the help of R&R, UTA ensures that the environmental message continues to be an integral part of the UTA brand.

Valley Metro

R&R Partners was selected as agency of record for Valley Metro in Phoenix, for whom we have tackled a broad range of issues and initiatives including how and why to ride the bus, outreach for their light rail system, Rideshare Month, and



Great Bike Chase promotion. R&R played an important role in developing strategy as part of the combined efforts to win a sales tax referendum in Phoenix. Among other things, R&R has worked to help riders and voters see Valley Metro as a multi-modal regional transportation provider that is helping to reduce congestion and improve air quality.

BRANDING

As Valley Metro embarked on the transition from bus company to a multi-modal system that included light rail service, R&R was tasked with developing a new brand paint scheme that would bring antiquated bus designs into the future. More akin to a train, the result was a striking, fresh and streamlined design of both exteriors and interiors that helped Valley Metro maintain brand consistency across five municipalities, each of which owned and operated Valley Metro bus service separately. And to counter the perception of hot, muggy buses in the summer heat, the designers made use of lighter, cooler metallic shades of color.

Following the bus redesign, R&R rolled out designs for BRT, shuttle, carpool and vanpool vehicles with similar themes in mind to integrate with new light rail service and help create a consistent brand experience across all of Valley Metro's products.

AIR QUALITY & CONGESTION

Like the Wasatch Front, the Phoenix area has some of the worst air quality in the country, especially during the summer months. Reducing the number of single-occupancy vehicles is a necessity, and R&R Partners has run aggressive and award-winning alternative transportation marketing and public outreach campaigns with Valley Metro for years. Efforts included paid advertising, branded content, earned media and numerous community events. Of note, Valley Metro's A to B campaign, highlighting how travel decisions are about more than merely getting to a destination, but are an opportunity to think bigger, and solve a problem like air-quality and congestion.



UTA Clean Air Initiatives



Valley Metro Re-branding

Campaigns like these have helped position Valley Metro as a leader in meeting community challenges and improving the quality of life for Phoenix-area residents.

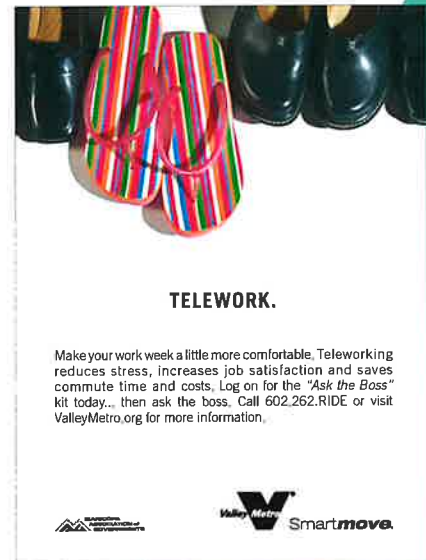
COMMUNITY PARTNERSHIPS

In 2013, Valley Metro asked R&R to create a playful, non-denominational holiday concept that showed they were a vital community partner. Valley Metro had recently partnered with the Tumbleweed Center for Youth Development—a resource for vulnerable and homeless youth that designates safe places where children can seek help. In fact, every Valley Metro light rail stop was designated a Safe Place. R&R Partners created light-rail and bus wraps to convey the spirit of the holidays while also giving needed exposure to Tumbleweed’s “Teens in Need Charity Drive.” The gingerbread house theme was a great way to honor an organization devoted to creating safe places for kids.

Orange County Transportation Authority

R&R worked closely with the OCTA marketing team for nearly ten years to create effective marketing that included bus ridership campaigns, Metrolink program promotions, comprehensive research studies, pass sales campaigns, rebranding of collateral, video production, website redesign, and more.

Recently, we developed and launched the OCTA summer bus pass campaign promoting a specialty pass that allows youth ages 6-18 to ride the bus all summer long for just \$60 (or just 65 cents a day). The campaign won out over two others we created that were presented to a roundtable made up of youth and parents. Participants were asked about their preferences as they relate to design, key messages, communications platforms and more. The feedback





provided valuable insights about this often difficult-to-reach target audience.

The result was a campaign that was simple, but effective (per OC youth request), that focused on fun and a low daily cost that could be delivered across their preferred communications platforms including OCTA.net, Facebook, Twitter, YouTube and Instagram.

OCTA's online presence continues to be a primary point of contact for all of OCTA's current and new riders, who have come to expect effective and informative online tools to help them make their travel decisions. With this in mind, it has been critical for us to make strategic online communications a key component of our bus marketing communications plans. That's why even new collateral produced by R&R for OCTA customers was designed to feel like an online experience. Take the redesign of the printed system map for instance. Not only did the design mirror that of online, it was reduced to iPhone size so interacting with OCTA's printed map feels much like the experience of navigating OCTA's routes and maps online.



With just a few clicks, the Interactive System Map allows users to find their city, connecting bus routes and rail station information—all without an unruly printed system map. With just another click, users can print out a schedule or plan their trip (also online).

Also, with new and emerging technologies, like Text4Next and Text4Alerts, it has been important to develop communications that help customers easily access and understand how to use these new tools, not to mention the many benefits to riders of becoming digitally engaged with OCTA.

R&R has also partnered with OCTA to promote special Metrolink services in Orange County, including the Metrolink Angels Express. From online ads and animated tutorial & rock videos, to foam baseballs and Jumbotron ads at Angel Stadium, communications remind OC baseball fans about the benefits of taking the train to the big game, rather than being stuck in traffic or searching for a parking spot when the first ball leaves the pitcher's hand.

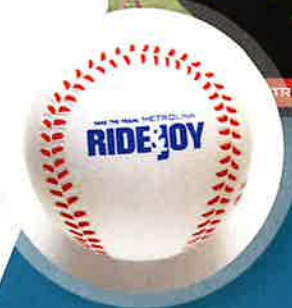
American Public Transportation Association

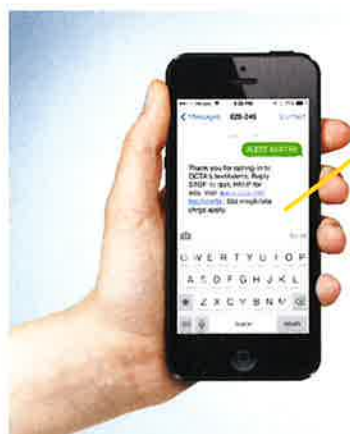
R&R Partners was hired by the American Public Transportation Association (APTA) to develop a comprehensive marketing campaign for its online research resource, the Transit Cooperative Research Program (TCRP). TCRP has recently converted their antiquated hard-copy research resource into an online, interactive service and thereby increased their outreach and dissemination. An integrated strategy is in development that includes trade print media to build awareness; website optimization to create a more user-friendly, accessible online experience; focus group research to guide the evolution of transit professionals' research needs into the digital age; and rural outreach programs to communicate with under-served audiences.

R&R is also a participant member of APTA and we are actively involved on the Marketing and Communications Committees.

Other Transit-Related Success


When it comes to issue advocacy, a critical transit referendum or ballot initiatives to change voter perceptions, no other ad agency can match R&R's results. Our seasoned, bipartisan and talented team of government and public affairs experts consists of former elected officials, legislative staffers, senior government officials and skilled media and PR strategists. R&R's integrated approach and established relationships in the West and Washington, DC, offer not only access, but a measurable competitive advantage over those who






A hand holding a black smartphone. The screen shows a text message from 'OCTA' with the subject 'ALERT: ROUTE 101'. The message text reads: 'Thank you for getting in to OCTA's Southeastern Bay Area SHRP to get help for the 101 corridor. We're working on it. Stay tuned for updates.' Below the message is a keyboard.

YOUR CELL PHONE JUST GOT BUS SMART.

 **text 4 alerts**

Receive a text message when your route has a detour or schedule change.

Visit octa.net/Text4Alerts to get started.

start riding 

rely solely on traditional lobbying and government affairs efforts.

We know transit and we know the political landscape in which it resides, and despite engaging in some of the toughest transit battles nationwide, R&R has never lost a tax referendum that we have managed.

Last year, we worked with the state of Arizona to devise materials that could be used across the state to promote the value of transit and the need for additional transit investment, including a statewide public opinion poll and presentation to the board of directors, as well as regional fact sheets and other targeted presentations.

R&R was also recently hired by the Utah Department of Transportation (UDOT) to help develop (and while we hope it's not needed) implement a crises communications plan.

R&R's seasoned public relations team will also tackle challenges associated with the California High-Speed Rail project.

OTHER RELEVANT EXPERIENCE

For over 25 years, R&R's Salt Lake City office has represented many of the most well-known and reputable companies and organizations in Utah. From UTA and Intermountain Healthcare, to our many social cause and prevention clients such as ParentsEmpowered, Utah Tobacco Cessation and Prevention Campaign, and Utah Highway Safety DUI, we have many long-term partnerships with organizations that truly make a difference in our communities. It's not about selling more widgets or increasing stock prices. For us, it's about collaborating with our clients to make a positive impact, whether it's improving air quality with public transit, making healthcare accessible to all Utahns, or keeping Utah's children free from underage drinking.

Additional case studies can be found in section B of this RFP.



Week 1

On the bright side, if the transit tax is repealed
you'll have more time to read wordy billboards

VOTE ☒ AGAINST REPEAL

Week 2

On the bright side, if the transit tax is repealed
you'll have more time to read wordy billboards
with longer messages that ramble on and on

VOTE ☒ AGAINST REPEAL

Week 3

On the bright side, if the transit tax is repealed
you'll have more time to read wordy billboards
with longer messages that ramble on and on
while you sit in traffic with nothing better to do.

VOTE ☒ AGAINST REPEAL

1/ JACK GONZALEZ
American Public Transportation Association
Director of Marketing and Sales
166 K Street, NW, Washington, DC 20006
202-496-4824 / jgonzalez@apta.com


2/ ALLISON HOUGH
Boeing International
Global Brand Management & Advertising
100 North Riverside, Chicago, IL 60606
312-544-2948 / allison.hough@boeing.com

3/ RALPH BECKER
Mayor of Salt Lake City
451 South State Street, Room 306
Salt Lake City, Utah 84111
801-535-7214 / ralph.becker@slcgov.com

4/ LANE BEATTIE
Salt Lake Chamber, President and CEO
175 E. University Blvd. (400 South), Suite 600
Salt Lake City, Utah 84111
801-328-5073 / lbeattie@slchamber.com

5/ HEIDI GRACIE
Valley Metro
Former Chief Marketing Officer
702-591-3012, ext. 2412 / hgracie@usa.edu

6/ TED TINGEY
Utah Highway Safety Office
Marketing Director
5500 Amelia Earhart Drive, Suite 155
Salt Lake City, Utah 84116
801-556-8051 / ttingey@utah.gov



Each proposer must provide samples of their advertising and marketing work within the last five (5) years, consisting of client case histories or examples of campaigns with corresponding purpose and objectives, messaging, creative strategies, target audiences/markets, tactics used, media plans, and results.

WORK SAMPLES & CASE STUDIES

Additional work samples can be found in section A of this RFP.

UTA / FRONTRUNNER NORTH

FRONTRUNNER COMMUTER RAIL OPENS UP WITH GUNS BLAZING

Operation of the UTA FrontRunner began on April 26, 2008. Prior to opening, R&R was given the task of promoting the new commuter rail by creating community awareness, selling the benefits of riding commuter rail, positioning commuter rail as part of the overall UTA transit system and educating the public about commuter rail safety.

UTA FrontRunner's opening date was within weeks of the anniversary of the Golden Spike, the last rail spike driven into the ground at Promontory Summit, Utah, which connected the east coast to the west coast via railroad in 1869.

Since connectivity of FrontRunner to the rest of UTA's transit system was such an important objective, this Golden Spike theme was a natural fit, and it became the backbone of the Grand Opening campaign. However, the Golden Spike theme didn't lend itself well to the message of speed, a key benefit for commuters who might choose to use commuter rail rather than drive. So, instead of trying to force a connection, R&R chose to keep the 1869 old west feel (and thereby maintain a cohesive launch campaign) by taking advantage of another well-known Wild West train stereotype, the outlaw train robbery.

To accomplish UTA's marketing goals, R&R Partners provided four recommendations. First, use television as the backbone of the campaign to quickly build awareness (since the Salt Lake media market blankets the entire state), and focus other media, such as outdoor, print and radio, along the corridor where FrontRunner runs to add campaign emphasis where the potential for ridership is highest.



139 years later, we are connected again.



Second, focus the benefit messaging around “speed of travel,” especially in comparison to the crawl of freeway traffic running parallel to the FrontRunner train. Third, induce trial ridership by offering free opportunities to sample FrontRunner during the grand opening window. And fourth, take advantage of every opportunity to stress commuter rail safety via paid and unpaid media.

Safety messages about commuter rail ran on the backs of UTA buses, on billboards, and on the radio, in order to best connect with motorists. A series of press conferences and events created awareness and kept the public informed.



An inaugural ride from the north end of the corridor to Salt Lake City that stopped at each station and community along the way featured music, food and speakers. In all, there were seven coordinated events over the five-hour ride. At the end of the line, a grand event was held at the Salt Lake station where history was recreated as two rail cars came together, nose-to-nose, replicating the Golden Spike and showing historically that Utah was once again connected by rail.

RESULTS

The FrontRunner event was covered on all four network TV stations and on multiple radio stations. Feature articles ran in all the major newspapers along the Wasatch Front. Earned media totaled in the tens of thousands. Event attendance and free rides (for five days following the opening) were up 25 percent from projections, keeping the trains full to capacity. Ridership for the first month was 20 percent over projections. The innovative event was recognized by the American Public Transportation Association with a 2008 Grand AdWheel award for a Promotion Special Event.

VALLEY METRO NOTES

USING MUSIC TO GET RIDERS

Valley Metro continues to get current and potential customer engagement from an interactive online educational campaign created nearly three years ago. R&R and Valley Metro tapped into their creativity to encourage and educate Phoenix-area residents about the ease of use, convenience and environmental benefits of riding the bus and light rail system.





The Valley Metro Notes campaign—a series of educational music videos with original songs from local area bands—were a creative, approachable way to overcome barriers and reduce anxieties about how to use the bus and rail systems.

Ultimately, six local bands were asked to write and record 11 original songs with positive and catchy lyrics that were easy to understand. Then R&R completed the circle by setting these songs to music videos, adding highly original and equally memorable visuals. It was a chance to literally illustrate a number of scenarios customers might encounter in a way that makes those situations feel less daunting when actually experienced.

RESULTS

Each video launch was promoted through a variety of social media channels, through more traditional public relations efforts and through selective advertising placement, including concert posters with all-original illustrations placed around the city, earning tens of thousands in earned media, the Best of Show award at the Arizona ADDY awards, a Telly Award, and an Effie Award, North America's highest award for advertising effectiveness. Video and behind-the-scenes video footage can be viewed at ValleyMetro.org/Notes.

BOEING / 787 DREAMLINER LAUNCH

COMMUNICATING BOEING'S INNOVATION THROUGH INSPIRATION TO A GLOBAL AUDIENCE

How do you build on an already strong success with buyers in the aviation industry—by breaking commercial aircraft out of the realm of commodity to create a strong enough preference among flyers to make airlines actually lean toward Boeing and, in some cases, become brand ambassadors.



When a brand is built on innovation, the work has to be innovative. So why not launch this effort with the brand's most advanced product, the 787 Dreamliner, the most advanced jetliner ever built, and do it in a medium that lives on the edge—digital.

R&R started with Boeing's largest webcast ever and the first ever proprietary platform for 360-degree cockpit views—the Dream Pass—which puts you as close to being a pilot as you will ever become. R&R also created the Design Your Own Airplane experience, where people across the globe could create their own designs to be displayed on the new airplane's website via a 3-D virtual environment that allows online visitors to paint, brand and customize a Dreamliner. The designs are moderated, placed into a gallery and shared through Facebook. The tool was conceived, designed and developed internally with impressive interactivity and ample room for creativity. A custom model, backgrounds and graphics were meticulously crafted to create the best possible experience with the Dreamliner.

RESULTS

R&R's work for Boeing has generated impressive results, including substantial earned media in outlets such as *The Wall Street Journal* and *USA Today*, and countless trade and industry publications, websites and blogs, and hundreds of thousands of online visits. That, in turn, has fueled the global success of the 787 Dreamliner with orders to date valued at more than \$175 billion, making it the most successful launch of a commercial airplane in aviation history.

In addition, R&R Partners and Boeing have been awarded the "Best Airline Site" award from the Internet Advertising Awards every year it has been entered in the contest.

Success of the 787 Dreamliner launch has led to R&R's most recent work for Boeing, a complete redesign and re-launch of Boeing's global presence, including the 2012 launch of 14 country- or region-specific websites.

UTAH HIGHWAY SAFETY

DRIVE SOBER OR GET PULLED OVER

Drunk driving prevention marketing and transportation marketing are similar in that both are directed at changing





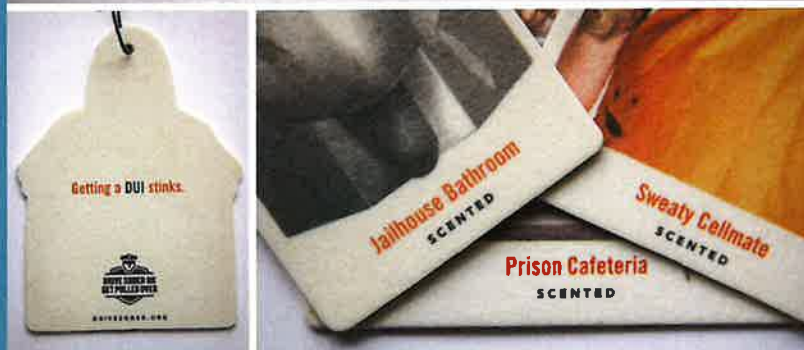
motorist behavior and both are established messages that people know well and typically support. The challenge is to take a marketing message that people know and agree with, and mobilize the community around the issue in order to change social norms and motivate behavior change.

Over the past four years, R&R has helped transform the Utah Highway Safety Office (UHSO) Impaired Driving Prevention campaigns into a community initiative that has brought together partners from both the private and the public sectors—lending their credibility and resources to the cause and positively influencing Utahns to do what is necessary to ensure the state's streets stay DUI-free.

A key tactic in this community mobilization effort has been aggressive “point of decision” partnerships—placing messages at the places and times when people have to decide whether or not to drive drunk. From sports bars to the St. Patrick's Day Parade, these messages engage public and private partnerships to be the campaign's messengers, creating additional impact and acceptability among target audiences.

RESULTS

Another benefit of these community partnerships is an incredible return on UHSO's marketing investment, more than doubling the value of the Drive Sober or Get Pulled Over budget every year, with a 3-to-1 ratio of earned media to paid media. More importantly, Utah's drunk driving rates are the lowest in the nation.



ANTI-UNDERAGE DRINKING



PARENTEMPOWERED.ORG

R&R was charged with developing an advertising campaign for the Utah Department of Alcoholic Beverage Control that would effectively compel parents to take action to prevent their children from drinking while underage. The resulting ParentsEmpowered campaign is more than an advertising campaign. It has mobilized the community around underage drinking prevention through strategic partnerships with respected local businesses, such as the 96 garbage trucks that deliver the campaign message to 18 million homes a year. Utah's parents aren't just receiving a message from paid advertisements, they're receiving positive peer pressure—from businesses and organizations they respect—to improve parenting skills that will end underage drinking.

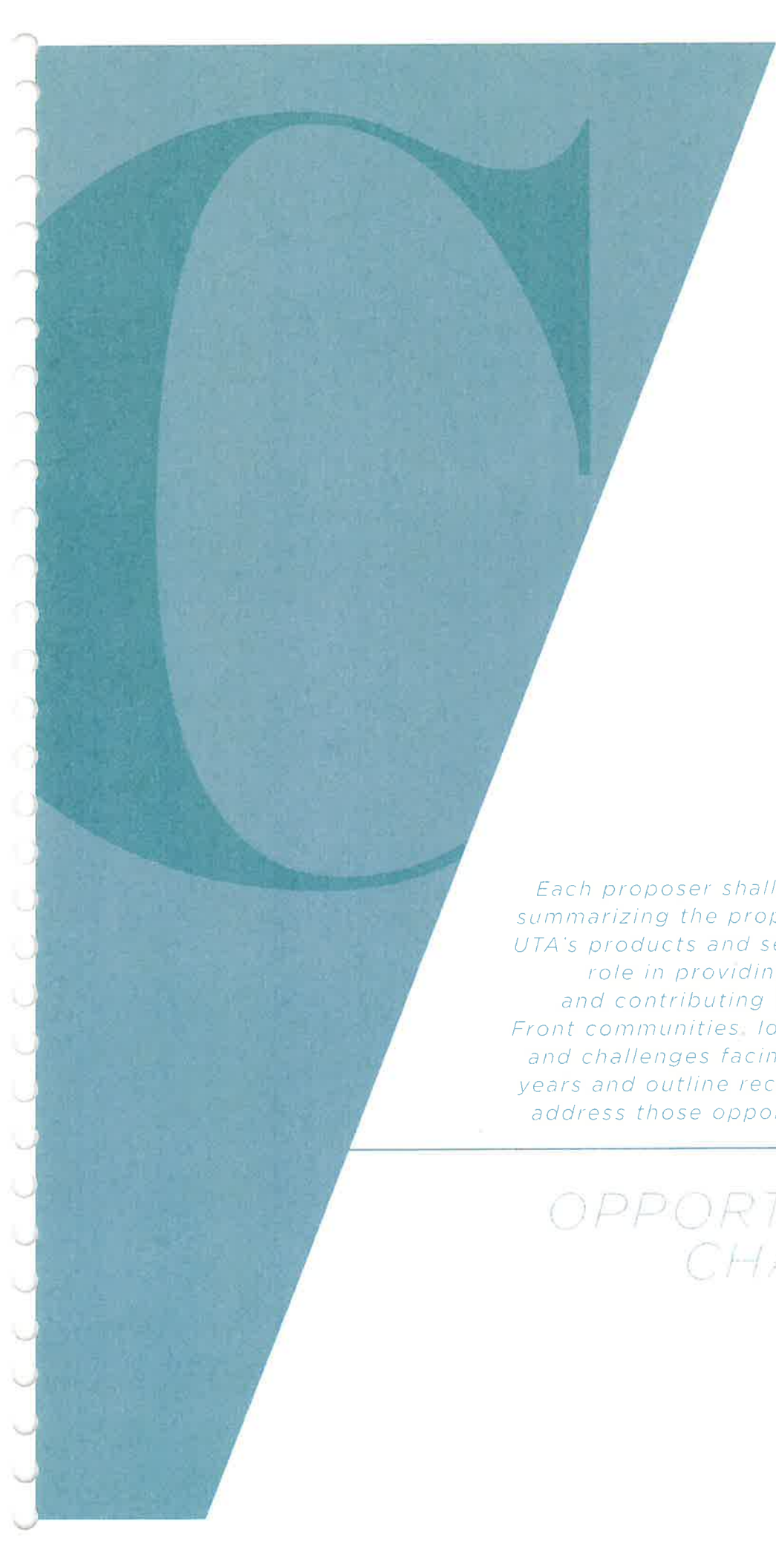
Another key effort of the campaign was to create an interactive website that would be a comprehensive resource for parents to learn more about the harms of underage drinking and the steps they could take to keep their children alcohol-free.



RESULTS

The campaign's creative has won the Mothers Against Drink Driving "MADD Media award for Outstanding Community Awareness Campaign" two years in a row. The *ParentsEmpowered.org* website was recently awarded a SilverW(3) Award, which honors worldwide creative excellence on the web. But perhaps the greatest laurel the campaign has to date is the fact that Utah now has the lowest underage drinking rates in the country, at half the national average, and the numbers are still dropping.





Each proposer shall prepare a written essay summarizing the proposer's understanding of UTA's products and services and the agency's role in providing transportation options and contributing to the future of Wasatch Front communities. Identify key opportunities and challenges facing UTA over the next 2-5 years and outline recommended strategies to address those opportunities and challenges.

OPPORTUNITIES & CHALLENGES

A PARTNERSHIP FOR THE FUTURE

To understand where UTA's brand, products and services are now, it's helpful to understand where they have been, as well as how they've been marketed over the years.

1990-1999: SELLING THE PRODUCT

For the majority of UTA's history prior to 2000, marketing focused almost exclusively on ridership promotion—specifically overcoming the initial barriers to trial ridership. Notable campaigns included “Some things are hard to figure out, riding the bus shouldn't be one of them” and the TRAX Grand Opening. Ridership gains during this time exceeded population increases and service area expansions, albeit slightly.

2000-2006: SELLING THE VISION

In 2000, UTA switched advertising agencies and partnered with R&R. One of the primary reasons for the change was that UTA hoped a sales tax referendum would pass to increase transit funding. R&R's research showed the majority of Utahns felt little connection to the UTA brand, and those who did support increased transit funding did so because lower-income individuals would benefit from the expanded service. In other words, for the majority of Utahns, UTA was a service for other people that provided little to no benefit in their own lives.

In response, R&R changed UTA's marketing focus from near-exclusive ridership promotion to a balance between ridership and UTA branding—selling the benefits of better transit to the entire community, and educating people about the region's long-range transportation plan. Key branding messages included, “Even if you don't ride it, you use it,” and “On time and on budget.” UTA's fleet graphics were also redesigned to feel faster, cleaner and more modern. Two sales tax increases passed during this time (2000 and 2006), and the rate of ridership growth doubled, compared to the decade prior.

2007-2014: SELLING THE SYSTEM

With funding in place, UTA began construction of the Wasatch Front's expanded transit plan. The bus system was radically redesigned to improve reliability, frequency and connectivity, and eight new rail lines were opened, including two FrontRunner lines, five TRAX extensions, and the S-Line Streetcar. Marketing focused on new rail line grand openings and on educating Utahns about how bus, TRAX and FrontRunner work together as a unified system. Key advertising campaigns included “Faster, easier, frequenter,” and “Imagine the future, or ride it.” Despite an economic recession and antagonistic news coverage, ridership increased to new record highs at a rate three times faster than the national average, and public support has remained overwhelmingly positive.

2015 ONWARD: SELLING THE TRANSFORMATION

So what's next? Since the 1990s, when focus group research showed that the name UTA brought to mind slow, dirty buses and not much else, the Utah Transit Authority's image has changed. Now, people hear "UTA" and think of a multi-modal transportation system, including TRAX and FrontRunner. Riders aren't viewed as just lower income, but as conscientious students and business commuters, and UTA isn't just a bus company, set in its ways, doing what it wants, and not listening to the public (again, the words of focus groups in early 2000). Instead, UTA is now viewed as a transportation leader and a critical part of Utah's infrastructure and future growth, with plenty of potential for ongoing development. Where UTA is now in 2015 is almost 180-degrees different than where it was in the 1990s.

With all of the above in mind, the following opportunities and challenges will be key for UTA over the next 2-5 years.

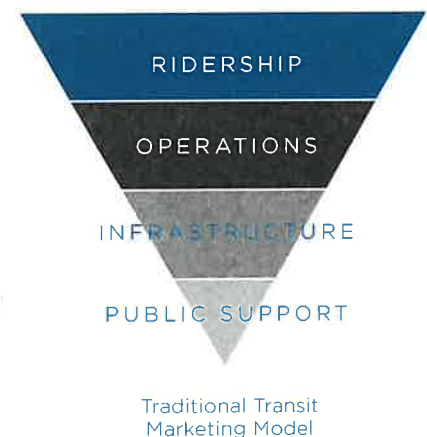
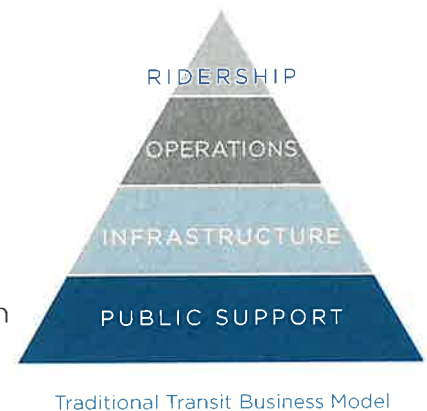
Opportunity & Challenge 1: The UTA Brand

How people perceive the UTA brand has a direct effect on both ridership and public support. In this respect, UTA is similar to most products and services—people are more apt to use a brand they feel a connection with and like.

Almost all transit brands, UTA's included, are built on a base of public support, since public support determines funding, usually through tax increases. Funding, in turn, primarily determines infrastructure—the equipment, people and resources that can be put into service. Infrastructure determines operations—where and when service will run, and operations, more than anything else, determines ridership.

However, in the 1990s, UTA's marketing was aimed in almost the exact opposite direction. Nearly everything was allocated to ridership promotions and operations (like change days), and very little was focused on public support. While one would think this approach might result in more ridership, it usually doesn't. In fact, study after study has shown the sales promotions (read "ridership marketing") of brands with high public support are more effective than the sales promotions of brands with low public support by a margin of almost 40-to-1 (Yankelovich, Skelly & White). Again, the more people like a brand, the more apt they are to use it.

R&R's approach to UTA's marketing has always been a balanced one, moving between ridership promotions and



improving public support. Ridership messaging has focused on speed and reliability, and public support messages have revolved around UTA's future-focus and fiduciary responsibility. These two balanced efforts strengthen each other: The more people like and respect UTA, the easier it is to ride their services, and the more people ride their services, the easier it is to like and respect UTA. Ridership and public support are interconnected, and boosting one usually results in boosting the other. Maintaining this balanced effort should be a marketing priority.

What should change, however, is UTA's brand messaging. Being future-focused and financially responsible were critically important brand perceptions from 2000 to 2014, when UTA was funding and building a dozen new transit projects, and they still are today. Nevertheless, as UTA has matured into a multi-modal public transportation solution for Utah, its brand needs to grow and evolve, too. Based on hundreds of hours of research and insight, R&R recommends the following brand strategy for UTA.



UTA Brand Hurricane

At R&R Partners, we like to think of brands like hurricanes. What defines a hurricane is its eye at the center. If you don't have an eye, you don't have a hurricane, just a tropical storm. For companies, that eye is the essence of the brand, the one thing around which everything in the organization revolves. For UTA, that essence is being a catalyst, defined as an agent that provokes or accelerates significant change or action. UTA has always been a catalyst along the Wasatch Front, but today, with new rail lines built, the bus system redesigned, and a prominent place in Utah's transportation future, UTA's ability to be a catalyst and affect positive community change has never been greater.

Going back to the hurricane metaphor, around the eye of the storm are wound the tightest winds. If they dissipate, the hurricane disappears. We see these tightly wound winds as a brand's values—the principles that guide its behavior. For UTA, these values include tenacity, pragmatism, accessibility, resourcefulness, forward-thinking, and efficiency, all under the umbrella of customer service. UTA's previous brand messaging of

being future-focused and fiscally responsible fit well within those values, so there will be continuity moving forward. However, UTA's major brand opportunity is further defining its role as a catalyst.

Opportunity & Challenge 2: Bus Service

With the new rail lines specified in the 2015 FrontLines plan now built and in service, UTA's next major ridership-building opportunity is the bus system—and ideally a bus service expansion.

The groundwork has already been laid to increase both bus ridership and support to expand bus service. The majority of buses now feature a paint scheme that feels fast, modern and clean, and that integrates with TRAX and FrontRunner designs, reinforcing the idea of a unified system. Bus routes have been optimized, and many now feature service so frequent that schedules aren't needed. Connections and transfers are constantly being improved, as well. Overall, research shows that Utahns generally like the bus riding experience.

What they don't like is waiting for buses. Unlike rail stations with their covered benches, bright lighting, and digital displays showing when the next train will arrive, waiting at a bus stop can leave people feeling vulnerable and stressed. While it's fiscally impossible to make all bus stops feel like train stations, there are some things that UTA can do to improve the waiting experience. First, UTA can continue to work with its third-party developers to improve real-time bus tracking on smartphones and online. (While digital apps are outside the scope of this RFP, R&R has also outlined and spec'd out concepts for a proprietary UTA app.) Little improves the wait experience more than knowing exactly where one's bus is. Trip planning improvements, ideally based on current location, would also help, either through proprietary apps or third parties like Google.

Another bus touch point, which is often overlooked, is signage at the street level. Clean, modern, easy to understand wayfinding not only makes bus travel easier, it also elevates both the waiting experience and the public's perceptions of UTA bus service. UTA and R&R are currently working on street-level rebranding that's more friendly, modern and consistent with vehicle designs.



Finally, increasing bus ridership and public support will require that people better understand the bus's vital role in Utah's transit system. Along the Wasatch Front, trains behave a lot like freeways; they quickly get people to the general area where they want to go. Buses, however, are like city streets; they take people from the freeway to their specific destination. Utah needs both buses and trains. As people understand the importance of buses, as the wait experience improves, and as the bus brand is elevated, ridership and public support will increase—ideally culminating in increased funding.

Opportunity & Challenge 3: Air Quality

So how do we educate people about the importance of buses? What does it mean for UTA to be a catalyst? How do we communicate UTA's catalytic role along the Wasatch Front? Well, for starters, it's likely that we'll never use the word "catalyst" in UTA's marketing. Instead, we'll demonstrate how UTA and those who ride UTA are creating a positive change for everyone in our community. A major opportunity to do that will be improving Utah's air quality—an issue that UTA can lead and own.

Our state's air is among the worst in the nation, and vehicles account for most of Utah's air pollution—both ozone in the summer and particulate emissions in the winter. Riding UTA instead of driving is one of the best ways for people to improve air quality.

Being a catalyst, however, means more than just running ads citing pollution facts and figures. After all, people already know riding UTA is better for the air. That's not news, and a marketing campaign that communicates little more than "Riding UTA reduces air pollution" is unlikely to do much good.



PASS IT FORWARD

Instead, UTA's air quality campaign should empower Utahns to improve our air and help others to do the same. One idea might be Pass It Forward, a new UTA program where people who buy a transit pass on a specific date or at a specific location get a second pass free to share with a friend. Programs like this not only encourage new trial ridership, but they also help turn riders into evangelists for UTA—sharing what they like about riding transit with others.

Based on where, when and how Pass It Forward is implemented, much of it can also be geared around increased bus ridership.





Opportunity & Challenge 4: Millennials

Speaking of sharing what they like about transit, the younger generation, often referred to as Millennials, are much more friendly toward transit than previous generations. According to *U.S. News and World Report*, in traditional cities, 43 percent of people under age 30 reported riding transit at least once a week, compared with 12 percent of those between ages 30 and 60, and just 9 percent over age

60. Even in areas with lower transit usage, Millennials are still using transit twice as much as other age groups. All UTA ridership promotions and marketing activities need to heavily involve Millennials.



Millennials are characterized by being health conscious, community connected and eager to share what's important to them. A promotion like Pass It Forward, for example, providing the ability to both improve air quality and share an experience with others, should resonate strongly with this younger generation. Another variation of Pass It Forward

that might be popular with Millennials is UTA donating a pass to someone in need (like low-income housing families) for every pass purchased. It's an opportunity to help those in need, while improving air quality, and while enjoying some of America's best transit service—a win, win, win.

Opportunity & Challenge 5: Technology

Communicating with Millennials, however, starts with technology. They are the first “digital native” generation, and technology pervades almost every aspect of their lives.

While we at R&R are aware this RFP does not include UTA's website, mobile apps or social marketing, we will continue to provide digital recommendations, ideas for website



optimization, design elements, content suggestions and social media strategies, just as we have done for years. If needed, R&R Partners also features a world-class digital team whose clients include Boeing, Western Digital, the Las Vegas Convention and Visitors Authority, and more. Our digital capabilities are second-to-none.

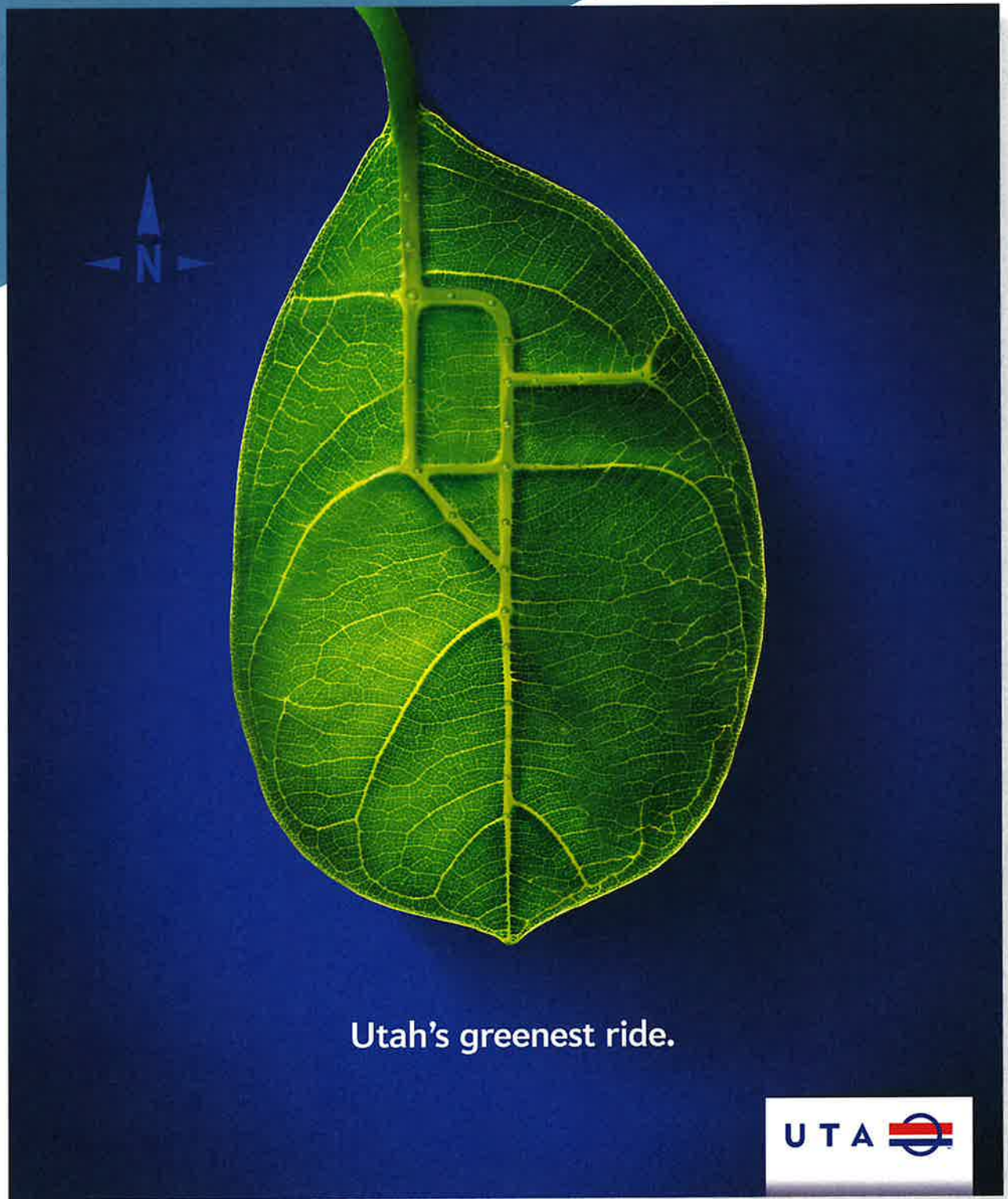
In addition to the real-time vehicle tracking and trip planning mentioned above, another digital suggestion to improve Utah's air quality and to engage Millennials might be a social media application that lets people compete with friends to reduce pollution—tracking one's mileage on transit graphically and comparing it to others. Social media and smartphone games could allow friends and strangers to compete wiping away smog clouds, for example, with a prize earned (either supplied by UTA or community partners) for the highest score. For friends who don't use transit, apps could be made that cloud their social media pages with smog, and their photos could be animated to cough until the pollution is wiped away with a UTA cursor. Clean air hacks could be posted daily or weekly. The opportunities are almost endless.



Opportunity & Challenge 6: Eco Pass

As critical as engaging Millennials and other individuals will be, increasing UTA's Eco Pass partnerships offers enormous opportunities for growing ridership and improving air quality. Eco Pass partners like the University of Utah and LDS Church have each increased ridership by hundreds of thousands of trips annually.

A strategy to encourage more Eco Pass participation could be to run a visible, yet relatively inexpensive, campaign acknowledging Eco Pass partners for their contribution to improving Utah's quality of life. Businesses could be designated with official UTA signage and recognized on UTA's website. Inexpensive ads thanking Eco Pass businesses could run on bus boards, transit wraps, online and more, reinforcing participation for current



Utah's greenest ride.



Eco Pass partners and creating positive peer pressure for other companies to join. The campaign would help soften the ground for one-on-one corporate meetings with UTA representatives, where companies and organizations can enroll in the Eco Pass program.

Opportunity & Challenge 7: Top Transit System In America

The Utah Transit Authority was recently named the 2014 Outstanding Public Transportation System in America by the American Public Transportation Association. That recognition is one that Utahns should feel UTA deserves to win every year.

No organization in Utah is better equipped than UTA to deal with the problems of growth, transportation and pollution.

In order for UTA to remain the nation's best transit system, UTA must increase ridership, make smart operational decisions, and spend taxpayers' money wisely. However, it also needs to do more. UTA should be viewed as not just a service provider, but as a true transportation authority. UTA's leadership role in the community has grown steadily over the past 14 years, but as its fleet becomes greener with

more natural gas, hybrid and electric vehicles; as the Wasatch Front becomes more congested, with population projected to nearly double over the next 20 years; and as air-quality challenges continue to chip away at our quality of life, UTA should be at the forefront providing solutions. No organization in Utah is better equipped to deal with the problems of growth, transportation and pollution.

Taking the lead on these important issues will require expanding bus service, community outreach (possibly including a speaker's bureau discussing the issues of the day—it could be called UTALKS or something else fun), and likely passing another transit funding referendum. R&R Partners has a track record of success helping UTA do all three.



In Summary


Over the next 2-5 years, the key opportunity and challenge for UTA will be transitioning out of its aggressive build phase, recently opening five new rail lines in five years, and into more of a catalyst role—affecting positive community change and expanding its bus system, technology offerings, and funding to increase ridership. With air quality becoming more and more of a priority for our state, UTA is in an ideal position to reinforce its role as a community partner, a vital service, and a visionary transportation leader.

*Together, let's
move people.*

It will be an exciting time full of change, and having a partner like R&R will help to navigate that change successfully. We know UTA. We know how to motivate Utahns to ride and support transit, and we're ready to hit the ground running.

Together, let's move people.





Each proposer shall provide a description of how the proposer intends to organize and perform the work called for in this RFP. This information shall include a list of the individuals comprising the account team that will be assigned to the Authority's work (refer to Part 1, Section B). This information shall also include a description of how the proposer will approach this contract and accomplish the tasks described in the Scope of Work.

WORK APPROACH

ORGANIZATIONAL CHART



PROJECT SCHEDULE

At the beginning of each client project, we create and assemble a customized team comprised of our best talent and expertise from 330 employees across nine offices.

As our client, it's nice to know that if you need to develop a pre-referendum educational campaign, build a new website, or simply update the design of a customer information brochure, R&R will assemble the team best equipped to handle all of your needs, both large and small, all in-house.

To keep response times quick and your requests on schedule, each project at R&R Partners is assigned to a project manager whose sole job is to manage workflow to ensure that projects finish on time and on budget. R&R's clients receive detailed estimates, timelines and media/production flowcharts prior to implementation of any project elements, along with written updates on project milestones.

We utilize Advantage, an agency management software, to support our project management and accounting functions.

In general, R&R will follow the same approach to working with UTA that we do on every project with every client—to ensure we create effective Across All Audiences communication, meet deadlines and monitor budget. Our process is scalable based on scope and complexity of the project.

WEEK 1

Meet with client and agency to get a thorough understanding of the project, objectives, timetables and measures of success. Develop and maintain clear communication during each project and throughout our relationship.

WEEK 1 & 2

Determine budget with client and obtain a signed price estimate if necessary.

WEEK 2 & 3

Review secondary research to identify trends, spot opportunities and discover questions that warrant additional investigation.

WEEK 3 & 4

Conduct qualitative research, like focus groups, if needed. Qualitative research is ideal for message discovery, exploring new ideas and uncovering potential marketing opportunities.

WEEK 3 & 4

Conduct quantitative research, if needed. Quantitative research can verify the hypotheses generated by qualitative research, as well as provide a baseline for evaluating marketing activity.

WEEK 5 & 6

Develop marketing and digital strategy, including identifying key audiences, main messages, rational/emotional communication opportunities and media plan.

WEEK 5 & 6

Verify strategy against brand platform, brand essence and brand personality to ensure the planned communication is consistent with the overall brand positioning.

WEEK 5 & 6

Evaluate how strategy resonates with all audience segments, to make sure the planned communication is complementary to the message strategies being employed for each audience segment.

WEEK 6

Review strategy with client and get signed approval.

WEEK 6

Brief agency/client team and brainstorm new ideas. Oftentimes, brainstorming will involve people in different R&R offices, as well. As an independently-owned agency, all offices contribute to the same bottom line, so interoffice collaboration is common—bringing the best talent and best thinking to every R&R client, wherever that talent is located. Clients are also welcome to take part in the brainstorming if they desire.

WEEK 6 & 7

Develop scripts/comps/online/media plan to better flesh out ideas with potential. Invariably, some ideas only work in theory.

WEEK 6 & 7

Verify scripts/comps/online/media plan against the strategy, brand platform and audience segments to ensure consistency.

WEEK 7

Present scripts/comps/online/media plan to client along with rationale for the creative decisions made. Get signed approval.

WEEK 7 & 8

Produce scripts, finalize artwork and buy media.

WEEK 8

Present final work to client and get a signed approval.

WEEK 9

Traffic art/dubs to media and follow-up to make sure materials have been received.

WEEK 10

Monitor media buys to ensure compliance with promised schedule and to verify proof of performance.

POST CAMPAIGN

Conduct research to determine project's success based on goals and pre-project baseline research.

Compile final project report for client and agency records.

Invoice client based on agreed-upon terms of service.



DIGITAL PROJECT MANAGEMENT PHASES

For digital, our digital project managers (DPMs) scope, define, and lead the implementation of digital projects from inception to launch and post-launch, based on business requirements. The DPM will work with the account team, digital resources and the UTA team to develop innovative, technological and interactive solutions to achieve measurable results for the brand. Our DPM will create a detailed timeline for projects, as needed, that will go through the applicable phases outlined below. Each key phase lays the foundation for the next to build upon.

Phase 1: Discovery

Conduct market research, identify target audiences, analyze competitors, perform website audit, etc.

Phase 2: Strategy

Define goals, objectives and measurement tactics, provide recommended implementations.

Phase 3: Information Architecture/ User Experience

Organize and lay out online content through sitemaps and wireframes, which utilize strategic best practices for user experience.

Phase 4: Art Direction & Content

Apply visual elements and copy into online layout.

Phase 5: SEO

Identify and integrate strategic keyword phrases, page titles and descriptions into the digital content for increased visibility and ranking within online search engines.

Phase 6: Development

Program and implement all creative and strategic elements into the online platform. Perform quality assurance (QA) testing before and after launch.

A large, stylized letter 'B' in a dark teal color, positioned on the left side of the page. The 'B' is composed of a solid vertical bar and two rounded, overlapping shapes that form the loops. The background of the page is white, with a diagonal split line separating the teal 'B' area from the white area on the right.

*Each proposer must provide biographies and/or
résumés detailing the experience and
qualifications of each member of the proposed
account team. List years of experience in this
type of employment for each individual.*

BIOGRAPHIES

Bob is highly regarded in Utah and national political circles—having served as advisor and confidant to senators, governors and local officials alike.

In his more than three decades as a seasoned communications

professional and marketing strategist, he has handled some of the most challenging public issues facing western states—from labor relations to public transportation to energy and resource issues. Specializing in issue advocacy, image enhancement and crisis communications, Bob has spent many years in Washington, DC, Nevada and Utah directing the administrative, advertising and communications efforts of several dozen corporations, government entities and elected officials.



BOB HENRIE

PARTNER & PRINCIPAL

With the firm: 27 years

Industry experience: 35 years

During his tenure in Washington, DC, Bob served as chief of staff to the House Mines and Mining Subcommittee. He coordinated efforts between the mining industry and government leaders to promote a national strategic minerals policy, and to protect vital mining legislation. Bob works in conjunction with business, community and government leaders in areas of expertise that include healthcare, public transit, energy, political relations and public lands issues. Bob is a Utah native, a founding partner and principal in R&R Partners, and has overseen the success of the R&R Salt Lake City office for nearly 30 years.

As group account director, Michael spearheads strategic planning and client relations for many of R&R's most prominent Salt Lake accounts, including UTA. Boasting an almost-obsessive attention to detail,

Michael ensures that every facet of his clients' campaigns work flawlessly with each other—integrating broadcast, digital, social and non-traditional into measurable success. This talent for seamless integration also landed Michael on the R&R Council, a select team tasked with improving collaboration and workflow across all of R&R's nine offices.



MICHAEL NAVARRE

GROUP ACCOUNT DIRECTOR

With the firm: 12 years

Industry experience: 19 years

Outside the agency, Michael's talents are equally in demand. With more than a decade of experience working with public transportation systems coast to coast, Michael is a member of the American Public Transportation Association, the country's preeminent public transit advocacy organization, and sits on its marketing committee. Michael also serves as a board member for the Utah chapter of the American Advertising Federation.

Michael's earlier experience included work on such national accounts as Foot Locker, Lady Foot Locker, B. Dalton Books, Wilson's Leather and Panda Express.

If there's one guy who knows transit in America, it's Kyle. He's a nationally recognized expert in transit marketing, helping shape the brands of UTA, Orange County Transportation Authority, and



KYLE CURTIS
CREATIVE DIRECTOR

With the firm: 15 years
Industry experience: 19 years

Valley Metro in Phoenix. There is a peculiar yin and yang that makes Kyle one of R&R Partners' MVPs: one part creative dude, one part market research geek. Kyle's ideas are unfailingly fresh and regularly brilliant. But here's the best thing—they are invariably tethered to a rock-solid strategy with a well-reasoned solution.

Kyle's work has received top creative awards at local, regional and national levels, and his ads and commentary have been featured on the pages of *Adweek* and *Creativity* magazine. He was also named to *Mass Transit's* "Top 40 Under 40" honoring young, talented experts in the transit industry. His 19 years of experience includes advertising for national clients such as Foot Locker, Champs Sports and B. Dalton Bookseller, and fielding marketing research for Toyota, Infiniti and Nike, among others.

A bit atypical, Patrick is involved throughout the entire strategic process—from concept development to design and final production. He has a tremendous ability to create advertising that reflects the personality of the advertiser—from the humorous irreverence of a brew pub to the caring professionalism of a medical facility.



PATRICK BULLER
ASSOC. CREATIVE DIRECTOR

With the firm: 22 years
Industry experience: 25 years

Patrick has produced award-winning ads, including print, TV, outdoor, collateral, point-of-purchase materials, and non-traditional for a variety of high-profile clients. He rebranded the UTA and Valley Metro transit systems including the design of both fleets' trains, buses, vans and support vehicles. He also lead the branding and design efforts for Orange County Transportation Authority and the Hillsborough Area Regional Transit Authority. He directed the branding and launch of five new UTA rail lines, three new bus services, and created messages that helped win six transit funding referenda across the US. Patrick has won One Show, national Gold ADDYs, Best of Show Utah ADDY Awards, and Grand AdWheel honors and has been featured in multiple ad magazines and textbooks.

Cathie has a natural ability to inspire greatness in others. Her command of communications disciplines and ability to integrate diverse marketing efforts into a seamless rallying cry elevates everyone's game. Cathie's



CATHIE DENAUGHEL
VP & MANAGING DIRECTOR

With the firm: 25 years
Industry experience: 25 years

commitment to her client's success is unmatched. Her staff knows, too, that whenever a crisis looms, and they need to make that midnight phone call, she'll not only be there, she'll already have a game plan. Her enthusiasm, depth of experience, and razor sharp instincts have been the guiding force behind our Salt Lake City office since we first hung out our shingle over two decades ago.

Cathie's portfolio of client work extends from healthcare, hospitality and tourism, to economic development and government contracts.

Toni started with R&R as an intern, but his professionalism and thoroughness quickly led to a permanent position on the brand management team.

He currently helps manage various client needs for UTA, Utah Highway Safety, and the Utah Department of Health's anti-tobacco campaign.



ANTONIO NICCOLI
BRAND MANAGER

With the firm: 2 years

Industry experience: 2 years

Toni works closely with clients and agency staff to coordinate and oversee the day-to-day needs for various UTA campaigns, including development of campaign briefs to provide direction for creative concepts and management of the budget. By creating project cost estimates and tracking accrued costs, he has successfully managed many of UTA's projects to date, ensuring they finish on schedule and within budget.

As a member of the project management team, Martha works closely with all internal teams to regulate workflow for all of R&R Salt Lake's clients, including UTA, the Utah Department of Health's anti-

tobacco campaign, Intermountain Healthcare and Envision Healthcare. With a unique ability to bring resources together from diverse disciplines, Martha works closely with clients and agency staff to ensure work meets client objectives and is completed on time and on budget. Her professionalism, diplomacy, and positive attitude motivate the office to collaborate and achieve excellent results for our clients.



MARTHA DAVIDSON
TRAFFIC MANAGER

With the firm: 1 year

Industry experience: 1 year

An art director with a strong sense of concept, Kevin comes up with more than his fair share of innovative, big ideas. Kevin's special flair for interactive and non-traditional design has been a

welcome addition to R&R's creative department. Kevin's artistic brilliance has touched many of R&R's best accounts, including UTA, Utah Highway Safety DUI-prevention,



KEVIN DAY
ART DIRECTOR

With the firm: 9 years

Industry experience: 9 years

ParentsEmpowered underage drinking prevention, and Orange County Transportation Authority. Kevin is a contributing writer for *Cycling Utah* magazine.

Ryan brings a wealth of talent across the entire creative continuum, as evidenced by the multiple award-winning concepts he has brought to life in his tenure with R&R. His studied eye informs his ideas



RYAN IZANT
COPYWRITER & PRODUCER
With the firm: 3 years
Industry experience: 4 years

and delivers unusual twists of insight that give his designs a fresh perspective. He has a passion for big ideas and helping brands communicate their messages in new ways. He has won multiple ADDY awards for his work in television, radio and ambient non-traditional marketing, including a Judges Choice Award. Some of the accounts Ryan currently works on include UTA, the Department of Health's anti-tobacco campaign, ParentsEmpowered underage drinking prevention, Utah Highway Safety, LVCVA, and the Pharmaceutical Public Awareness campaign.

Prior to R&R, he worked in the motion graphic industry and at the Geppetto Group in New York City, working on clients such as Pepsi, Dreamworks and ConAgra foods. He also spent a few years developing his advertising skill set in the nationally renowned BYU AdLab.

Marissa possesses an uncommon combination of talents—displaying equal finesse in writing and editing as in concepting and design. She has worked on UTA, Orange County Transportation Authority, American Public Transportation Association, Utah Highway Safety DUI-prevention and ParentsEmpowered underage drinking prevention campaigns.



MARISSA EMPEY
DESIGNER
With the firm: 5 years
Industry experience: 5 years

Prior to R&R, she worked with Familius, a publishing company, creating book covers and interiors as well as providing editing services.

Debbie spent her first nine years at R&R in a dual role, handling production management as well as design. She has a vast knowledge of not only design, but also the intricacies of producing high-quality work.



DEBBIE BENNETT
PRODUCTION MANAGER
With the firm: 18 years
Industry experience: 25 years

Debbie has returned to full-time production management, lending her expertise to the technical side of the creative process. She has been instrumental in creating many of R&R's

award-winning ads for UTA, Utah Symphony | Utah Opera, Orange County Transportation Authority, and the ParentsEmpowered underage drinking prevention campaign.

Fletcher brings 10 years of diversified media and marketing experience to R&R Partners. He is a seasoned executive with both strategy and investment experience.



FLETCHER WHITWELL
VP, MEDIA & INTERACTIVE
With the firm: 8.5 years
Industry experience: 10 years

Prior to joining R&R, he was associate media director at Starcom, overseeing local and national TV, radio and traffic sponsorship investment for clients like Miller, Canon, Heinz, Kellogg's, Sara Lee, Showtime, Nintendo, Discover, and Walgreens. He secured extensive added-value opportunities, such as customized vignettes on top national TV stations.

Shannon is *the* authority on media, having worked her way through this highly competitive industry for the past 14 years. She oversees R&R's SLC media team and is responsible for managing clients' media planning



SHANNON BUKOVINSKY
ASSOC. MEDIA DIRECTOR
With the firm: 1 year
Industry experience: 14 years

and buying. By analyzing demographic data and consumer profiles to identify desired target audiences for many forms of media, Shannon successfully optimizes the effectiveness of campaigns. Her well-researched media recommendations are only surpassed by her ability to leverage R&R's media buying clout to negotiate highly competitive rates and placement for her clients. She is the lead buyer and planner for Intermountain Healthcare, UTA, University of St. Augustine, and the Utah Department of Health.

Prior to her time at R&R Partners, she was the media director for ThomasARTS where she managed all television, radio, digital, outdoor and print advertising. She also worked for KUTV Channel 2 as their research and programming director, managing the station's rating system, budget and oversight of programming flow and product acquisition.

From day one at R&R, Sean hit the ground running, working on winning teams developing and executing strategic media plans for such clients as Utah Transit Authority, Intermountain Healthcare, and



SEAN GOOD
MEDIA PLANNER & BUYER
With the firm: 3 years
Industry experience: 3 years

Utah's DUI, underage drinking and prescription drug abuse prevention and anti-tobacco campaigns. Sean brings to the team a comprehensive knowledge of all facets of media, the mindset of strategically connecting audiences with our clients' brands, and an obsession with making the most of our clients' media dollars.

Sara is a detail-oriented researcher, experienced in all functions of custom behavioral and attitudinal consumer and marketing research. She is skilled in many data collection methods, including Internet, telephone,

in-person interviews and mail. Sara provides custom research and account support to a number of clients, including APS, Las Vegas Convention and Visitors Authority (LVCVA), Western Digital, and Boeing. She manages every aspect of research projects for the agency's clients, from questionnaire development to data processing and analysis.



SARA MACFARLANE
MARKET RESEARCH MANAGER

With the firm: 5 years
Industry experience: 13 years

Sara joined R&R from Rabin Research Co. in Chicago, where she was promoted multiple times in her five-year tenure, ultimately filling the role of assistant project director.

Justin is an expert in data analysis, field programs and voter targeting. Prominent Nevada political media personality Jon Ralston labeled him "the man behind the ground game that catapulted the Democrats to

smashing victories the last three election cycles in Nevada." After leaving politics, Ralston predicted, "whatever he ends up doing for R&R will be a boon to the agency." Since then, Justin has put the strategies and techniques honed over years in political battle to work for R&R's diverse roster of clients.



JUSTIN GILBERT
MARKET RESEARCH ANALYST

With the firm: 3 years
Industry experience: 7 years

Before joining R&R, he served as director of the 2012 Nevada Democratic Coordinated Campaign, overseeing a \$12.5 million operating budget. Justin earlier worked as senior strategist on US Senate Majority Leader Harry Reid's 2010 intense re-election campaign.

Ben's daily hands-on experience allows him to differentiate between what truly elevates a client's site from what is just of-the-moment. He's an expert at helping clients understand various platforms available to them and developing enterprise-level apps

and tools that allow businesses to meet their logistical and brand immersion objectives. His current obsessions include object-oriented programming, web video broadcasting, mobile content, 3D Flash and taking scalable CMS to new levels. His work at R&R covers a range of sectors, including aerospace, energy, automotive and travel. In each case, he has managed client sites from that first line of code to the final testing of a site's architecture.



BEN URSU
DIRECTOR OF TECHNOLOGY,
PROGRAMMER

With the firm: 4 years
Industry experience: 17 years

Before joining R&R, Ben was instrumental in driving the growth of digital boutique agency Sarkissian Mason, creating tools to showcase content in new and unique ways. Previously, Ben worked on Nike, Ford, CBC, ESPN, P&G, Chrysler, Sony and Nickelodeon.

Kellie works with all R&R offices for clients across various industries, including travel and tourism. Her work on the infamous “What Happens Here, Stays Here” campaign for the Las Vegas Convention and Visitors Authority helped earn over 1 million Facebook followers the year it was launched.



KELLIE STARR

DIGITAL PROJECT MANAGER

With the firm: 4 years

Industry experience: 9 years

Kellie is the agency’s steady-hand in taking digital projects from inception to completion. She works brilliantly across disciplines, overseeing strategists, developers, creatives, media and SEO/SEM specialists to develop strategically crafted websites, microsites, mobile, social and rich media, while keeping the project on task and on budget. Her expertise has benefited many clients including Envision Healthcare, Western Union, Barrick Gold and the Utah Department of Health’s anti-tobacco campaign. Prior to joining R&R, Kellie worked for the Hard Rock Hotel & Casino and Planet Hollywood Resort & Casino.

Brian identifies challenges and maximizes opportunities to give clients a winning edge in today’s changing digital/social arena. He is agile in visualizing digital marketing goals, developing key strategies and collaborating with



BRIAN KELLEY

DIGITAL & SOCIAL STRATEGIST

With the firm: 1 year

Industry experience: 10 years

digital teams to execute tactics that best answer business objectives and deliver strong ROI results for clients like Envision Healthcare and the Utah Department of Health. Brian’s day-to-day involves integrating marketing initiatives into the online experience. He analyzes social media channels, websites and mobile engagement to strategically connect audiences with our clients’ brands.

Before R&R, Brian was lead digital strategist for Area203 Digital, working on Guatemala Tourism, Lynskey Performance Bicycles and Bangstyle. He also worked at the Trumpet Group on several accounts, like the “Forever New Orleans” campaign post-Hurricane Katrina.

Rebecca’s web capabilities span a wide breadth of experience, including designing the web interface for a university health-tracking system for 4,300 employees, customer interface



REBECCA WOOLSTON

DIGITAL DEVELOPER/DESIGNER

With the firm: 1 year

Industry experience: 4 years

and interactive design, and templates for online training modules. She currently works on digital and interactive projects for clients such as Envision Healthcare, the Utah Department of Health's anti-tobacco campaign and Barrick Gold.

Her most recent experience was as a front-end developer for the digital arm of The Richards Group, where she worked with back-end developers, art directors and UX designers to create websites using the latest technologies. Rebecca attended Brigham Young University, majoring in graphic design and minoring in business. Any creative juices left after her day job are invested in designing fabric for Kokka Fabrics.

Melissa has a degree in information technology and over 12 years of experience working closely with all aspects of digital development, marketing and management. She currently serves as a digital project



MELISSA KALASHIAN
SEO SPECIALIST

With the firm: 3 years

Industry experience: 8 years

manager and search engine optimization specialist who is always on the lookout for new best practices in the industry, keeping current with the latest, rapidly evolving changes in organic search engine optimization. If there's a new strategy to improve organic search capability and increase the bottom line, she will find it.

David is the creative strategist that everyone wishes they had watching their back. At R&R, he starts every planning session with the question, "Where do we want to go?" But we know he already has the answer in his back



DAVID ELLIS
SR. VP, STRATEGIC COUNSELING

With the firm: 5 years

Industry experience: 30 years

pocket. His 360-degree view of the marketplace makes him the kind of visionary that CMOs turn to for insight, and led to his role as contributing columnist for *Advertising Age*.

With more than 25 years of brand development, positioning, go-to-market strategies, and marketing of more than 100 start-up consumer, B2B companies and corporate spin-offs in his portfolio, David has shepherded some of the best known brands in a variety of industries. Just a sample includes DirecTV, Edison Enterprises, UPN (United Paramount Network), Fandango, IBM Multimedia, Hallmark Channel, Discovery Channel, California Green Communities (for Southern California Edison), Smashbox Cosmetics, Falcon Waterfree, TreePeople, Infiniti Motors and Activision, among many others. There is no challenge he can't turn into an opportunity.

David, as a brand specialist, oversees all aspects of brand identity development, and was intricately involved in recent brand positioning initiatives for the Utah Transit Authority.

Please find full résumés for key members of the UTA/R&R team in the appendix of this RFP.

Each proposer must provide information indicating the manner in which such proposer is organized as a business entity, and detailing information related to such organization. The information required shall include, without limitation, the following:

A. If the proposer is an individual, list name and address of sole owner;

B. If the proposer is a partnership, list the name and address of each partner;

C. If the proposer is a corporation, list the name and address of each officer; and

D. If the proposer is other than above, list the name and address of each person or entity owning the business.

ORGANIZATION

6 PARTNERS, 330 EMPLOYEES, 9 OFFICES

R&R Partners is a corporation with the following principal partners: Billy Vassiliadis, CEO; Mary Ann Mele, President/CBO; Jim King, CFO; Bob Henrie, Principal; Pete Ernaut, Principal, President of Government and Public Affairs; and Randy Snow, CSO.

Today there are 330 employees across nine R&R offices with the following locations:



SALT LAKE CITY

*837 East South Temple
Salt Lake City, Utah 84103*



MEXICO CITY

*Bosques de Ciruelos 160 Piso 6
Bosques de las Lomas 11700
Mexico D.F.*



AUSTIN

*114 West Seventh Street,
Suite 200
Austin, Texas 78701*



PHOENIX

*121 East Buchanan Street
Phoenix, Arizona 85004*



DENVER

*7200 South Alton Way,
Suite C300
Centennial, Colorado 80112*



RENO

*615 Riverside Drive
Reno, Nevada 89503*



LAS VEGAS

*900 South Pavilion Center Drive
Las Vegas, Nevada 89144*



WASHINGTON, DC

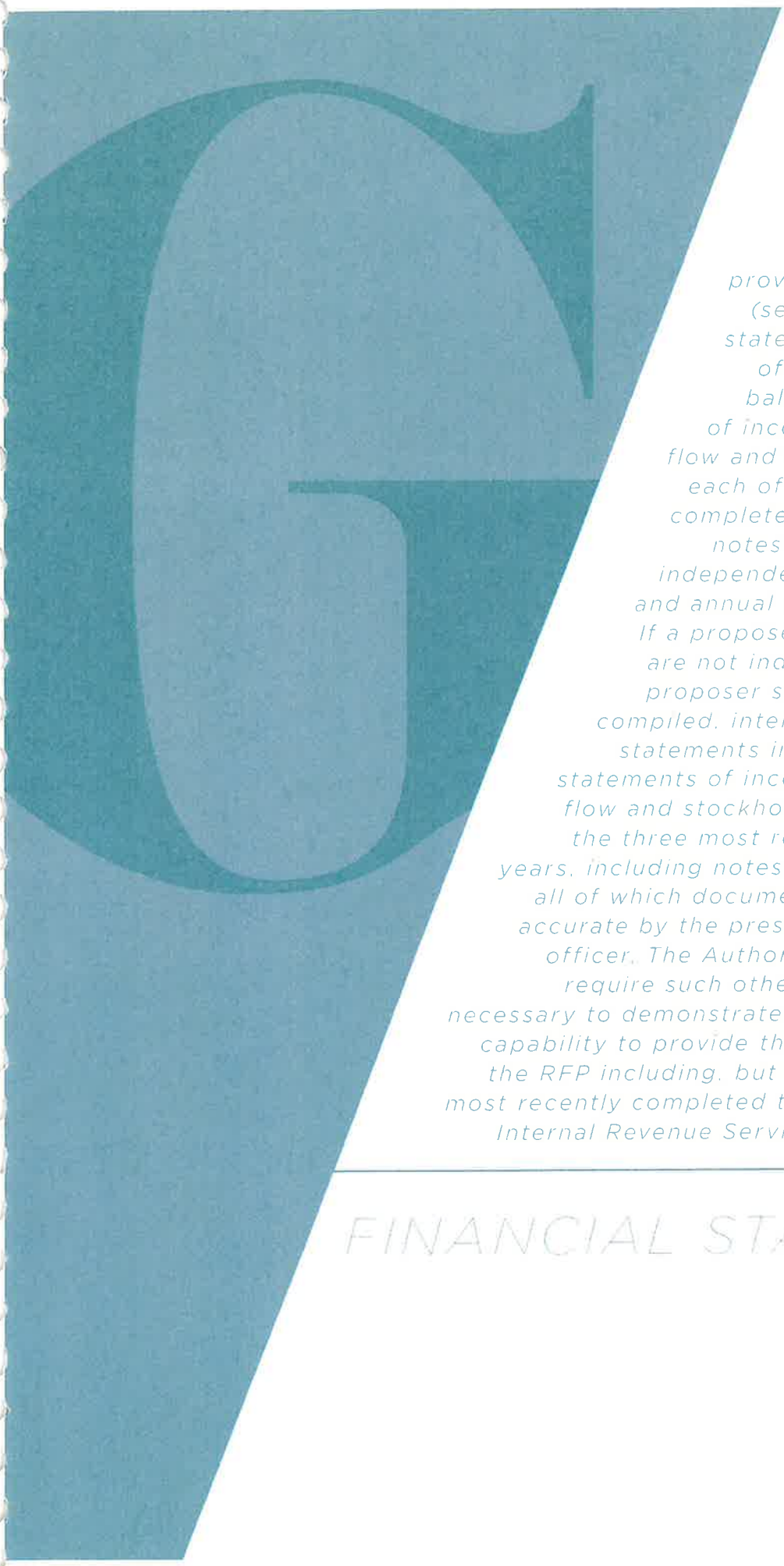
*101 Constitution Avenue, NW
Suite L110
Washington, DC 20001*



LOS ANGELES

*1700 East Walnut Ave,
Suite 450
El Segundo, California 90245*

Additional detail about R&R Partners can be found in section A of this RFP.



Each proposer must provide financial statements (separate audited financial statements for each member of a joint venture) such as balance sheets, statements of income, statements of cash flow and stockholders' equity for each of the three most recently completed fiscal years, including notes to financial statements, independent accountants' reports and annual reports to stockholders. If a proposer's financial statements are not independently audited, the proposer shall provide reviewed or compiled, internally prepared financial statements including balance sheets, statements of income, statements of cash flow and stockholders' equity for each of the three most recently completed fiscal years, including notes to financial statements, all of which documents shall be certified as accurate by the president and chief financial officer. The Authority reserves the right to require such other information as may be necessary to demonstrate the proposer's financial capability to provide the services as outlined in the RFP including, but not limited to, the three most recently completed tax returns filed with the Internal Revenue Service and bank references.

FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

Each proposer must provide a list of any litigation, mediation, arbitration or other legal proceedings to which the proposer has been a party during the last five (5) years and which relate to or involve the proposer's performance of advertising or other work similar to that called for in this RFP. The required information shall include: (i) a brief description of the proceeding, including a summary of the issue(s) in dispute; (ii) a description of the disposition of such proceeding; and (iii) the name of the court and the case number. In addition to the proposer, the information identified in this paragraph shall be required with respect to every principal, partner or member of the proposer, any party owning more than a ten percent (10%) beneficial interest in the proposer, or any entity controlling, controlled by or under common control with the proposer.

LEGAL

LEGAL

R&R has not been a party of litigation, mediation, arbitration or other legal proceedings which would relate to or involve the proposer's performance of advertising or other work similar to that called for in this RFP.



APPENDIX



REQUEST FOR PROPOSALS

Part 5 – Forms

BID FORMS AND DECLARATIONS

TO: Teresa Pickett, Grants & Contracts Administrator

Utah Transit Authority

669 West 200 South

Salt Lake City, Utah 84101

Having examined all the documents, general conditions and instructions, and work scope entitled **"Advertising Agency Services"**, dated March 2, 2015 the undersigned requests consideration to furnish the services required by said documents exclusive of all Federal excise taxes, local sales and use taxes for the sum as mutually agreed to in the final contract documents.

a. JOINT VENTURE

The undersigned bidder/proposer is a joint venture which is comprised of the following persons, firms, or corporations. Enclosed is a copy of the Joint Venture Agreement entered into between the parties. Disadvantaged owned companies must be indicated in the column marked by a "D" below:

<u>% of Contract</u>	<u>"D"</u>	<u>Firm Address</u>
_____	<input type="checkbox"/>	_____
_____	<input type="checkbox"/>	_____
_____	<input type="checkbox"/>	_____
_____	<input type="checkbox"/>	_____
_____	<input type="checkbox"/>	_____

If there are no such persons, firms, or corporations, please so state in the following space:

No Joint Venture agreements are proposed in this RFP response.

SUBCONTRACTORS:

The undersigned bidder/proposer proposes to have the following work performed by subcontractors. Disadvantaged-owned companies must be indicated in the column marked by a "D".

LIST OF SUBCONTRACTORS

Item of	% of			
<u>Work</u>	<u>Contract</u>	<u>"D"</u>	<u>Proposed Subcontractor</u>	<u>Address</u>
_____	_____	<input type="checkbox"/>	_____	
_____	_____	<input type="checkbox"/>	_____	
_____	_____	<input type="checkbox"/>	_____	

If there are no such persons, firms, or corporations, please so state in the following space:

No Subcontractor agreements are proposed in this RFP response.

The participation of disadvantaged-owned companies as shown above will be incorporated into any contract awarded as a result of this invitation or request.

The undersigned bidder/proposer does hereby certify that the above listed subcontractors have full knowledge that their names have been offered as subcontractors for the work, and the bidder/proposer further certifies that these subcontractors have consented to listing their names herein.

b. ADDENDA

The undersigned bidder/proposer acknowledges receipt of the following addenda:

Addendum No. 1 Date 3/4/2015

Addendum No. 2 Date 3/12/2015

Addendum No. Date

Addendum No. Date

Failure to acknowledge receipt of all addenda may cause the bid/proposal to be rejected as non-responsive.

SIGNATURE

The undersigned bidder/proposer certifies that it and each of its subcontractors possess an adequate supply of workers qualified to perform the work specified herein; that there is no existing or impending dispute between it and any labor organization; and that it is prepared to comply fully with prevailing wage requirements, minimum wages, maximum hours of work, and equal opportunity provisions contained in the general conditions of the contract.

This bid/proposal is submitted upon the declaration that neither I (we) nor, to the best of my (our) knowledge, none of the members of my (our) firm or company have either directly or indirectly entered into any agreement, participated in any collusion or otherwise taken any action in restraint of free competitive bidding/proposing in connection with this bid/proposal.

Dated at 9:00 am, this 23 day of March, 2015.

Signature of Bidder/Proposer:

Robert Hennis

If an individual:

doing business as _____.

By _____

If a partnership:

By _____, General Partner

If a corporation: _____.

a _____ corporation,

By _____, President

Attest: _____

Secretary

If a joint venture:

joint venture comprised of:

Name

By

and

Name

By

Business Address of Bidder/Proposer:

R&R Partners

Address

837 East South Temple

City, State, Zip Code (or Province and Country)

Salt Lake City, Utah

Area Code and Telephone Number of Bidder/Proposer

84102



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: michael.navarre@rrpartners.com

Michael Navarre

Work History

R&R Partners / Salt Lake City, 2003–Present

Group Account Director—2009–Present

- Directed account planning, budgeting and business development for transit accounts. Supervised and trained transit account coordinators and executives.
- Planning, strategy development and account management for public transportation clients including Utah Transit Authority (UTA), Orange County Transportation Authority (OCTA), Hillsborough Area Regional Transit Authority (HART) and others.

Account Executive—2005–2009

- Planned, developed strategy and managed accounts for UTA and OCTA.
- Managed political accounts, including Governor's and AG races and ballot initiatives for public transit clients.

Project Manager—2003–2005

- Directed special projects for UTA, OCTA and other public transit accounts.
- Engaged in all aspects of account planning and management, strategy development and budgeting for No More Homeless Pets/Utah and the Utah Symphony & Opera.

Bonneville Communications / Salt Lake City, 1998–2002

Account Executive—1998–2002

- Managed accounts for Foot Locker, Lady & Kids Foot Locker, Champs Sports, B. Dalton Bookseller, and Wilson's Leather, including marketing planning and strategy, budgeting, business development and copywriting.

Media Planner & Buyer—1996–1998

- Planned and managed all print and broadcast media efforts for Wilson's Leather and other accounts.
- Strategic media planning for national clients in target markets.
- Executed strategic placement of broadcast, print and online retail ads in select markets for Kinney Shoes, Lady Foot Locker, B. Dalton and Wilson's Leather.

Education

University of Utah, Bachelor of Science, Sociology
The Media School, Los Angeles, CA
Account Executive School, Atlanta, GA

Interests/Awards

Utah Chapter of the American Advertising Federation Board Member
Member of APTA and serves on its marketing and communication committees
Volunteer with No More Homeless Pets of Utah

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: kyle.curtis@rrpartners.com

Kyle Curtis

Work History

R&R Partners / Salt Lake City, 2000–Present

Creative Director—2006–Present

- Spearheaded creative and strategic development for all transit accounts, as well as other clients.
- Rebranded the Utah Transit Authority (UTA) and Valley Metro transit systems.
- Oversaw branding efforts for Orange County Transportation Authority (OCTA), Hillsborough Area Regional Transit Authority (HART) and more.
- Created messages that helped win six transit-funding referenda across the United States.
- Directed the branding and launch of five new rail lines, including UTA FrontRunner Commuter Rail, and three new bus services.
- Won The One Show, national Gold ADDY, and Grand AdWheel honors. Featured on TBS's "World's Funniest Commercials of 2010."
- Named to the "Top 40 Under 40" list of America's most influential transit professionals by *Mass Transit* magazine.

Account Supervisor—2000–2006

- Spearheaded R&R's transit specialty, leading the Utah Transit Authority, Valley Metro and Orange County Transportation Authority accounts.
- Provided marketing consulting services to MARTA, in Atlanta.
- Led the Clark Planetarium account team.

Bonneville Communications / Salt Lake City, 1996–2000

Account Executive

- Managed the national Foot Locker, Lady Foot Locker, Kids Foot Locker, Champs Sports and B. Dalton Bookseller mall advertising accounts.
- Created, developed and sold Bonneville's "mall-based marketing" services—a new and proprietary advertising niche for the agency.

Education

Brigham Young University, Provo, UT—Bachelor of Arts, Advertising/English
Named senior year "Outstanding Advertising Creative" student

Interests/Awards

Utah Chapter of the American Advertising Federation Board Member
2011 Utah Advertising Professional of the Year
Conversational Spanish

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: patrick.buller@rrpartners.com

Patrick Buller

Work History

R&R Partners / Salt Lake City, 1993–Present

Associate Creative Director

- Rebranded the Utah Transit Authority (UTA) and Valley Metro transit systems, including the design of their fleets of trains, buses, vans and support vehicles.
- Lead branding and design efforts for Orange County Transportation Authority (OCTA), Hillsborough Area Regional Transit Authority (HART) and more.
- Directed the branding and launch of five new rail lines, including UTA FrontRunner Commuter Rail, a streetcar line and three new bus services.
- Created messages that helped win six transit-funding referenda across the United States.
- Played an integral part in the rebranding of Park City Mountain Resort from a winter ski area to a year-round destination hosting the Olympics.
- Won The One Show, national Gold ADDYs, Best of Show Utah ADDY Awards, and Grand AdWheel honors. Featured in *Print*, *Adweek*, *Ad Age* and McGraw-Hill advertising textbook.

Marketing Perspectives / Salt Lake City, 1992–1993

Art Director

- Created the advertising and dealer incentive programs for the launch of Dyno Nobel's BlastGel explosives.
- Designed and art-directed the print advertising, catalogues and dealer incentive programs for Huntsman welding helmets and equipment.

Fox Television Stations, KSTU FOX 13 / Salt Lake City, 1990–1992

Art Director

- Created the graphic identity for the start-up Fox News at Nine with Nick Clooney, encompassing on-air graphics, print, outdoor and vehicle design.
- Created all station promotions including print ads and sales materials.

Education

University of Utah—Bachelor of Fine Arts, Graphic Design
Tom Monahan Creative Boot Camp, Las Vegas, NV

Interests

Avid cyclist
Enjoys coaching little league baseball, metalworking, fixing broken stuff

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: antonio.niccoli@rrpartners.com

Antonio Niccoli

Work History

R&R Partners / Salt Lake City, 2013–Present

Brand Manager—2014–Present

- Developed and maintained working relationships with clients: Utah Department of Highway Safety (DUI), Tobacco Prevention and Cessation Program, Utah Department of Alcoholic Beverage Control.
- Developed and implemented strategic marketing plans for clients.
- Directed the day-to-day strategic activities for above-mentioned accounts.
- Tracked and maintained campaign/project budgets.

Associate Brand Manager—2014

- Developed and maintained working relationships with clients: Utah Transit Authority (UTA), Orange County Transit Authority (OCTA), Utah Department of Alcoholic Beverage Control.
- Directed the day-to-day strategic activities for above-mentioned accounts.
- Tracked and maintained campaign/project budgets.
- Assisted in business development opportunities for all transit-related clients.

Brand Coordinator—2013–2014

- Managed day-to-day client communications in coordination with internal project management for various accounts: UTA, OCTA and others.
- Regulated campaign details on both the client and agency side.
- Directed external traffic of creative work to media partners.

Brand Management Intern—2013

- Assisted Account Directors in managing daily tasks related to assigned accounts: UTA, OCTA, Utah Department of Alcoholic Beverage Control, and Utah Highway Safety.

Qualtrics / Provo, UT, 2013

Corporate Account Executive

- Consulted with clients on impact of real-time data collection and market research.
- Problem-solved with clients, helping implement Qualtrics into unique business strategies.

Education

Brigham Young University, Provo, UT—Bachelor of Arts, Communications

Personal

Fluent in Italian
BYU men's soccer team, 2009–2012; Team captain, 2010–2012

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: martha.davidson@rrpartners.com

Martha Davidson

Work History

R&R Partners / Salt Lake City, 2014–Present

Traffic Manager—2014–Present

- Managed all active jobs for 15 clients to ensure priorities are set and deadlines are met.
- Oversaw the scheduling, assignment, and trafficking of all assigned projects from account services through the creative and internal production process while communicating regular status updates with key individuals.
- Communicated internally across multiple departments and externally to clients, reps, and vendors to most efficiently provide final deliverables to all clients on time, within budget, and to the highest standards.
- Managed external traffic; ensured on-time delivery of print and broadcast materials to media vendors.

BYU Advanced Advertising Lab / Provo, 2012–2012

Senior Account Manager—2012–2014

- Maintained day-to-day client workflow across multiple clients.
- Organized recruiting events.
- Maintained client relationships and led agency meetings.

Leo Burnett / Chicago, 2013

Account Management Intern—2013

- Supported Allstate account team.
- Lead an orientation day for Allstate interns and Leo Burnett new hires.
- Created an internal site used for onboarding.
- Competitive write-ups for specific competitors and all social platforms.

Awful Waffle / Provo, 2011–2013

Manager—2012–2014

- Managed over 20 employees, maintaining all scheduling and payroll.
- Organized catering events.

Education

Brigham Young University, Provo, UT—Bachelor of Arts, Advertising/Visual Arts

Personal

TOPS: Elementary School Volunteer—Weekly volunteer for an after-school program with children grades kindergarten to third grade.

Rising Star Outreach—Served at a boarding school in India for children of leprosy-affected parents. Provided one-on-one tutoring to improve English skills.

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: kevin.day@rrpartners.com

Kevin Day

Work History

R&R Partners / Salt Lake City, 2006–Present

Art Director

- Designed and developed creative concepts for a variety of local and regional clients, including Utah Transit Authority (UTA), Orange County Transportation Authority (OCTA), Utah Department of Alcoholic Beverage Control's "ParentsEmpowered" Underage Drinking Prevention, Utah Highway Safety, Senator Orrin Hatch, Governor Gary Herbert and others.
- Involved as a designer on the creative team for messaging in diverse media, such as television, website, outdoor billboards and all print design media.

Off Axis Creative / Farmington, Utah, 2006–Present

Freelance Designer

- Worked on multiple platforms with local and international clientele to rebrand, design and shape their image.

Education

Weber State University, Bachelor of Fine Arts, Visual Communication & Design, 2006

Weber State University, Associates Degree, Applied Arts/General Studies, 2004

Interests

Member of the American Institute of Graphic Artists (AIGA)

Avid cyclist

Photography

Contributing writer for *Cycling Utah* Magazine

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone 801-531-6877

Email: ryan.izant@rrpartners.com

Ryan Izant

Designer/Copywriter

Work History

R&R Partners / Salt Lake City, May 2012–Present

Copywriter, Producer, Designer

- Extensive experience among a variety of transit brands including Utah Transit Authority (UTA), the Orange County Transportation Authority (OCTA), Atlanta Traffic Referendum, and Kansas City Transit Alliance (KCRTA).
- Created the concept for current 2012–2013 UTA television and outdoor campaign for the launch of new FrontRunner and TRAX lines.
- Created messages that helped win six transit-funding referenda across the US
- Experience with branding, re-branding, and identity creation.
- Co-designer in redesign of ParentsEmpowered website.
- Designed the personal transit card for UTA.
- Design, conceptual and copywriting skills and experience.
- Winner of multiple 2013 Silver ADDYs, including awards for public service and transportation clients.

Apiary / Lindon, UT, 2011–2012

Motion Graphics Artist

- Created and designed innovative videos for educational and training purposes.
- Filmed and recorded audio in a studio setting.
- Used Adobe Premiere and After Effects to edit and create videos while removing green screen and creating animation.

The Geppetto Group / New York, NY, April–July 2010

Junior Art Director

- Extensive experience with national clients.
- Helped develop multiple youth-oriented, non-traditional executions for the launch of film premieres.
- Designed the webpage for a new cross-brand collaboration.
- Design, copywriting and conceptual experience in a high-pressure Manhattan-based advertising agency.

Education

Brigham Young University, Provo, UT—Bachelor of Fine Arts, Advertising Design, 2007–2010

Interests

Devoted film buff, avid reader, aspiring writer, film and video work, music

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: marissa.empey@rrpartners.com

Marissa Empey

Work History

R&R Partners / Salt Lake City, 2010–Present

Designer—August 2012–Present

- Developed concepts and designed print and web advertisements, collateral materials (handouts, t-shirts, booklets, point-of-sale materials, invitations) outdoor, signage, packaging, and multi-page documents such as annual reports.
- Executed award-winning non-traditional advertising campaigns.
- Proofread advertisements and promotional materials for multiple clients.

Intern—2010–2011

- Assisted in brainstorming, mock-up, and execution of ad campaigns.
- Prepared files for production, including re-touching images.

Marissa Empey Designs / Salt Lake City, 2007–Present

Freelance Graphic Designer and Editor

- Selective client list: MADD, Familius Publishing, Strengthening Families Program, Ink Run Press, 24 Productions, Elite Soccer League
- Designed and/or illustrated logo and identity systems, collateral materials, print, web banners, and print and e-book design.
 - Performed substantive edits and proofreading of books, scripts, advertisements, and educational materials.

Stowaway Magazine, Spring 2012 issue / Salt Lake City, 2011

Art Director, Contributing Writer and Editor

- Made executive decisions on all design content for the 80-page issue.
- Acquired and re-touched photography and illustrations.
- Designed one feature and eight department articles; collaborated on 10 more.
- Worked with the managing editor to determine pagination and cover lines.
- Art-directed a class of illustrators, which produced 19 publishable illustrations.

Brigham Young University Writing Fellows / Provo, UT, 2010–2011

Writing Tutor

- Tutored 30 students in Geology 100/101, Russian Literature, and Environmental Science.

Education

Brigham Young University, Provo, Utah—Bachelor of Arts, Visual Arts, graphic design emphasis with minor in editing, 2011
International Study Abroad, BYU Jerusalem Center for Near Eastern Studies, 2008

Interests

Reading, bookbinding, letterpress, travel, cake design

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: debbie.bennett@rrpartners.com

Debbie Bennett

Work History

R&R Partners / Salt Lake City, 1997–Present

Production Manager, Designer

- Primary designer on the award-winning Utah Symphony | Utah Opera campaign.
- Graphic designer on agency clients, including Utah Transit Authority, Orange County Transportation Authority, Governor Gary Herbert, Senator Orrin Hatch, State of Utah Division of Alcoholic Beverage Control's "ParentsEmpowered" Underage Drinking Prevention Campaign, Utah Highway Safety, American Public Transportation Association, Intermountain Healthcare.
- Managed all print production for agency clients, which includes vendor selection, bidding process, paper selection, printing method, press-checking, coordination, file preparation and follow-through. Worked with production of all printed collateral, print advertising, exhibits, displays, outdoor advertising, and all others as needed.

Reagan Outdoor Advertising / Salt Lake City, 1990–1997

Graphic Designer—Creative Director

- Responsible for creative department, including direction of design staff and all aspects of billboard creative and design.
- Art-directed and designed print promotion and advertising, company video, television spot and convention display booth.

BYU Daily Universe / Provo, Utah, 1988–1990

Advertising Art Director

- Illustrated and art-directed promotional, advertisement and editorial within the newspaper.
- Art-directed and illustrated the BYU Services Directory.
- Supervised art staff.

Education

Brigham Young University, Provo, UT—BFA, Communication & Design, 1990
(cum laude)

Interests

Member of the American Advertising Federation (AAF) of Utah
Volunteer teacher and youth counselor
Enjoy and participate in the arts, outdoor activities and sports
Fluent in Dutch

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: shannon.bukovinsky@rrpartners.com

Shannon Bukovinsky

Work History

R&R Partners / Salt Lake City, 2014–Present

Associate Media Director—2014–Present

- Supervises and directs ongoing and project-oriented media plans from inception to completion including ensuring on-point strategy, allocation of resources, proactive anticipation of needs, accuracy and timeliness of plans.
- Leads and motivates media planning team, across planning and buying, for on- and off-line media; coordinates with social media specialists where needed. Fully understands all elements/needs of client and plan.
- Works with account team on development of strategic marketing plans to ensure most strategic and correct media direction is executed.
- Researches and develops new media strategies, customer profiles, concepts and cross-promotional opportunities, implements creative planning, and prepares and conducts related written and verbal presentations to clients and internal teams.
- Compiles, analyzes and evaluates information and statistics on various media and related market research.
- Manages ongoing and new relationships with media representatives to establish professional working relationships and create strong partnerships.
- Negotiates rates, positioning and added value opportunities to increase and expand media value and visibility.
- Analyzes and monitors results of media campaigns/schedules as prepared by planners/buyers, prepares follow-up presentations and recommends optimization strategies.
- Continually increases and shares knowledge of current industry/market trends.

ThomasARTS / Salt Lake City, 2011–2014

Media Director—2011–2014

- Oversaw all elements of media planning, buying, negotiating, optimizing, reporting, posting and invoice reconciliation.
- Negotiated rates with local and out-of-market television, radio stations and OOH companies.
- Oversaw the development and training of media buyers engaged in media planning, buying, optimization and ad operations.
- Determined effective media usage by providing research and guidance on plans, budget allocations, industry standard measurement tools, execution and post-analysis of the buys.
- Worked with clients' marketing team to provide better direction, analysis and understanding of media.
- Presented media plans/recommendations to clients and agency personnel.
- Managed expectations of clients and deliverables.
- Implemented departmental policies and practices; and managed the department's financial performance.

Kim Brown & Associates / Salt Lake City, 2008–2011

Media Director—2008–2011

- Managed and oversaw all television, radio, outdoor, and print advertising
- Negotiated annual rates with local and out-of-market television and radio stations.
- Created and maintained television programming rating estimates based on extensive market research and analysis.
- Negotiated agency contracts with Nielsen, Arbitron, Scarborough and other industry programs.
- Oversaw and managed of the web department.
- Provided qualitative and quantitative research to develop effective media campaigns.
- Responsible for market and analysis and posting on all accounts.
- Responsible for day-to-day account management, client budgets and marketing strategies.
- Provided client interaction and relationship building.

KUTV Television / Salt Lake City, 2002–2008

Research and Programming Director—2002–2008

- Created and maintained station's programming projections through market research and analysis.
- Maintained Marketron system. Created annual prime projection book for total market.
- Responsible for reporting programming changes to Nielsen.
- Management responsibilities for news research and rating analysis, quarterly sweeps planning and station budget.
- Responsible for station research and news performance analysis
- Participated in station research projects.
- Developed sales presentations including demographic and psychographic research.
- Provided media training for all new account executives and traffic department.
- Created weekly sales trainings for sales team.
- Participated in weekly rate meetings.
- Handled station rating negotiations with buyers.
- Oversaw media placement for KUTV's sweep periods.
- Reviewed and determined viability of potential new syndicated programming
- Created profitability modules for all new programming.
- Part of station's annual budget team for CBS. Prepared programming, marketing and ratings sections.
- Responsible for programming non-network areas on KUTV.

Skills

Microsoft Suite | Microsoft Access | Scarborough: Qualitap | Maketron: One Domain | Strata | Kantar | SQAD | Tapscan

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: sean.good@rrpartners.com

Sean Good

Work History

R&R Partners / Salt Lake City, April 2012–Present

Media Planner/Buyer—2014–Present

- Planner/buyer for R&R Salt Lake's Utah-based clients, which include Intermountain Healthcare, UTA, and Utah social cause efforts (DUI prevention, underage drinking, anti- tobacco, prescription drug abuse).
- Create comprehensive media plans, media and demographic research, post-buy analysis and reporting.

Assistant Media Planner/Buyer—2012–2014

- Planned, strategized, negotiated and purchased online/mobile, print, out-of-home and spot radio for various clients.

Media Intern—2012–2012

- Assisted media team in research, reporting and placement of media.

Brigham Young University, Provo, UT, 2010–2012

Courier—2012

- Picked up and delivered inter-campus parcels.

Event Specialist, Aspen Grove—2010–2011

- Planned and executed special events including event set-up and tear-down, lodging preparation and cleaning, meal preparation and service, on-site catering, and provided customer assistance to event participants, diners and overnight guests.

Education

Brigham Young University, Provo, UT—Bachelor of Fine Arts, Communications with advertising emphasis

References

Available upon request



PARTNERS

900 S. Pavilion Center Dr.
Las Vegas, NV 89144
Phone: 702.228.0222

Email: sara.macfarlane@rrpartners.com

Sara Macfarlane

Work History

R&R Partners / Las Vegas, 2010–Present

Market Research Manager

- Performed custom behavioral and attitudinal consumer and marketing research in all B2C and B2B arenas.
- Skilled in data collection via Internet, telephone, in-person interviews and mail.
- Performed survey interviews and moderate focus groups.
- Helped create customized research plans and account support for agency clients including APS, Las Vegas Convention and Visitors Authority, NV Energy, Western Digital and Las Vegas Metropolitan Police Department.
- Managed all phases of research projects from quantitative questionnaire development to data processing, and from recruit, discussion guide development, conducting groups, and analysis to strategic recommendations.

Rabin Research Co. / Chicago, Illinois, 2005–2010

Assistant Project Director, 2010

Project Supervisor, 2007–2010

Assistant Project Supervisor, 2005–2007

- Managed all functions of custom consumer and marketing research (B2C and B2B) including project proposals and estimates, questionnaire development, coordination of sampling plan and field work, open end response coding, data processing and analysis, report and presentation.
- Utilized a variety of data collection methods: internet, telephone, in-person interviews, mail, etc. Contracted with outside vendors (sample, data entry and/or coding, verification, tabulation, and advanced statistical analysis).
- Managed multiple projects simultaneously, meeting or beating multiple timelines and budgets.
- Served internal and external clients, managed client expectations, and delivery of finished materials. Consistently exceeded client expectations.

Montana State University / Bozeman, Montana, 2002–2004

Research Assistant

- Implemented human-subject experiments for social psychological research. Responsible for subject recruitment, scheduling and conducting trials, documentation and incentives, consent and debriefing and logistical subject tracking materials.
- Performed data entry, literature search and implementation of bibliography database and hard copy files. Managed research materials, completed survey forms and confidential subject files.

Reach Inc. / Bozeman, Montana, 1998–2004

Group Home Instructor

- Managed the overall operation of a group home for developmentally disabled adults. Responsible for direct care and treatment of clients, case management,

documentation and training plans, supervision of staff, maintaining budget, vehicle, and compliance with state and federal regulations.

Education

Montana State University, Bachelor of Science, Psychology, 2004

-Graduated with Honors (3.69 GPA)

-Senior Thesis: Grant proposal and presentation to students and faculty

-Independent Research: Designed and submitted to IRB, conducted pilot study

-Graduate level course work in Organizational Psychology, Advanced Research Design, Social Psychology, Research Design and Methods, Statistics, Physiological Psychology

-Psi Chi Msu Chapter President

Skills

Proficient in Microsoft Office Suite

Programming with several on-line DIY survey platforms

Experience with MediaLab, SPSS, SAS

References

Available upon request



PARTNERS

900 S. Pavilion Center Dr.
Las Vegas, NV 89144
Phone: 702.228.0222

Email: justin.gilbert@rrpartners.com

Justin Gilbert

Work History

R&R Partners / Las Vegas, 2012–Present

Market Research Analyst

- Helped develop and support media plans and engagement efforts before the start of a campaign, which included developing opportunity cost models to help determine markets, analyzing client-side data to help determine goals and working with the research team to help determine targets.
- Ensured accurate and actionable reporting by developing dashboards, building regular reports and providing insight on potential optimizations to on going efforts.
- Analyzed the marketing impact and, where possible, ROI for recently completed or on going efforts.
- Leveraged data using tools like Crimson Hexagon, Forrester Technographics, Omniture/Site Catalyst and Google Analytics to understand important trends in consumer habits.

Nevada State Democratic Party / Las Vegas, 2011–2012

Coordinated Campaign Director

- Managed all day-to-day operations of the 2012 Democratic Coordinated Campaign with eight direct reports and a total staff of over 150.
- Developed Coordinated Campaign Plan, including application of custom modeling and creation of in-depth paths to victory for all targeted contests, including the re-election of President Obama, US Senate and two congressional races.
- Directly oversaw all paid communications, including voter contact and paid media, revising and optimizing efforts for maximum effect.

Democratic Legislative Caucuses / Las Vegas, 2010–2011

Senior Redistricting Strategist

- Developed integrated plan covering communications, legal and strategic objectives of Democratic redistricting and reapportionment efforts following the 2010 Census in the 2011 legislative session.
- Developed all Democratic maps for State Assembly, State Senate and the US House of Representatives, including the addition of a new congressional seat.
- Worked daily with legislative leadership, key political staff and a hybrid state/national legal team to ensure coordination and seamless integration from legislative introduction, passage, response and legal preparation.

Re-Elect Harry Reid for US Senate / Las Vegas, 2009–2010

Senior Strategist

- Oversaw targeting and analytics for all voter contact and paid communication efforts including development of the field and mail plans in successful effort to reelect Senate Majority Leader Harry Reid.

- Developed custom modeling and paths to victory for the US Senate race, including custom research instruments used to adapt and optimize efforts in real time.
- Developed the GOTV Strategy for the campaign and coordinated campaign, including targets, tactics and overall goals and tracking benchmarks.

Nevada State Democratic Party / Las Vegas, 2008

State Field Director

- Oversaw the coordinated campaign field program for targeted contests, including the presidential effort, a targeted congressional campaign and targeted state legislative races.
- Developed field, voter registration and GOTV plans for all targeted contests.
- Supervised a field staff of over 100, in an effort in which Democrats won up and down the ballot, including delivering Nevada's electoral votes to Barack Obama, flipping a Republican congressional seat to Democratic control for the first time ever and flipping control of the State Senate to Democratic control for the first time in nearly two decades.

Skills

Strong background and experience with data analysis, statistical analysis and actionable analytics. Particularly well versed in developing custom goal based models.

Full knowledge of Microsoft Excel and Access as well as similar programs. Additional experience with SPSS, GIS software, Google Analytics, DFA, AdWords, Site Catalyst and Crimson Hexagon.

Expert knowledge of voter targeting, including persuasion and GOTV efforts.

Strong background in primary and secondary research with focus on adapting for use in analytics.

Education

University of Nevada Las Vegas, Bachelor of Science, Political Science, 2004

References

Available upon request



PARTNERS

101 North First Ave, Suite 2900
Phoenix, AZ 85003
Phone: 480.317.6040

Email: ben.ursu@rrpartners.com

Ben Ursu

Work History

R&R Partners / Phoenix, 2011-Present

Director of Digital Technology, Programmer

- Provided maintenance and development services, and oversight for new/existing web projects, including online and email campaigns, on deadline.
- Supplied accurate estimates to the account and project management teams for scopes of work.
- Assisted, supported and mentored other developers through development difficulties.
- Collaborated in development of project concepts and applied design approaches to a wide range of content to present client brands in a compelling way.
- Translated designs accurately into enterprise-level responsive websites through creative collaboration.
- Performed server administration, including backing up and database administration.
- Worked directly with the digital marketing staff to ensure that agency and team goals are achieved on time, including adherence to development standards and methodologies.
- Led quality assurance process and testing of sites, including load balancing and unit testing as needed, to ensure quality of deployment.
- Wrote technical specifications, and presented creative technical solutions and site architecture internally and to clients when necessary.
- Work constructively with others in the company, including account management, social media, digital project management, media and creative, modeling a collegial, positive working environment for all team members.

Sarkissian Mason / Phoenix, 2000-2011

Chief Technical Officer

- Provided concepts and executed "new ideas" for the full-service interactive agency using a broad spectrum of technical knowledge. Provided oversight for development teams, including technical workflow and technical project management.
- Managed a wide variety of technical projects and operations. Provided concepts and ideation for brand-oriented campaigns as well as internal "idea"-based projects.
- Researched and implemented emerging technologies, new media and multimedia canvases.
- Identified technical requirements and scope accordingly, and determined development schedules.
- Led development teams with hiring, project distribution, architecture, development and code review.
- Communicated with client and vendors regarding requirements, specifications and reviews.

Vision Leasing / Scottsdale, 1998–2000

Senior Software Developer

- Developed custom modules within the SalesLogix CRM framework to facilitate banking- and leasing-specific workflows.
- Trained and certified as a SalesLogix Developer and Administrator. Aggregated business needs and requirements, extrapolated UI design and developed requisite code.
- Provided server and network administration.

Clients

Mazda | Boeing | Nike | Ford | IMAX | CBC-Canadian Broadcast Corp | ESPN | Procter & Gamble | Chrysler | Sony PlayStation | Nickelodeon | Rockford Fosgate | Arizona Tourism | American Greetings | Zappos

Skills

Object-oriented programming | Cloud computing/server/network/DNS administration | Client-side and server-side development | Database development and administration | Data modeling | Content management systems | Analytics | Content delivery networks | Search engine optimization | Mobile | Desktop applications | User interface design and development | Interactivity and usability | Motion interaction design | Game development | Augmented reality | Interactive multimedia | Ideation that uses all facets of media and technology | Interactivity with social media characteristics | Emerging technology integration | Creative to technical liaison | Define and scope development | Technical project management

Technical Platforms

Adobe Flash, Flex, Air—ActionScript, Papervision3D, streaming video
ASP.Net 1.1/2.0/3/3.5/4.0—C#, VB.Net, LINQ, ADO.Net, Telerik RadControls
HTML5, DHTML, Javascript, CSS3, AJAX—jQuery, Prototype, Yahoo! User Interface
Microsoft SQL Server 2000/2005/2008, XML, MySql
Windows Server 2000/2003/2008, Linux—IIS, Apache
PHP | Java, J2EE, Struts | Web Services | Subversion | Processing.org | Video Encoding Platforms and Codecs | Facebook APIs | Omniture, Google Analytics, Webtrends |
Non-traditional input devices like Community Core Vision and WiiMote

Education

Arizona State University, studied in the Computer Information Systems program

Awards

Adobe Case Study | Blue Maze Entertainment | Adobe Site of the Day—2004 Mazda6 Derivatives | Adobe Site of the Day—2009 Mazda6 | Webby—Boeing's New Airplane | Webby—Mazda Zoom-Zoom Island | ADDY—Ford Racing | ADDY—Woods Litho | ADDY—Ford SVT Focus

References

Available upon request



PARTNERS

7200 S. Alton Way, Suite C300
Centennial, CO 80112
Phone: 303.297.8170

Email: kellie.starr@rrpartners.com

Kellie Starr

Work History

R&R Partners / Denver, CO, April 2011–Present

Digital Project Manager

- Created and oversaw projects' scope of work, deliverables, schedule and budget.
- Primary contact for multi-disciplinary team consisting of strategists, creatives, account managers, developers, SEO/SEM specialists and media experts.
- Knowledge of the stages of digital projects, including discovery/strategy, hosting, information architecture, design, development, copywriting, content entry, SEO/SEM and analytics.
- Familiar with website languages, platforms and tools, including HTML, PHP, CSS, WordPress and several custom CMS.

Hard Rock Hotel & Casino / Las Vegas, NV, 2007–2011

Marketing Manager

- Developed media plans and secure placement of advertising for TV, radio, on-site remotes, billboard/outdoor, print and online.
- Assisted with developing advertising/branding campaigns and on-property sponsorship activations.
- Managed on-site, traditional, outdoor, out-of-market and online marketing materials with departments, designers and vendors.
- Executed various media/marketing events and pro/post formas.
- Acted as on-site contact for marketing film and photo shoots.
- Advertising manager for on-property resort publication, *HRH Magazine*.

Planet Hollywood Resort & Casino / Las Vegas, NV, 2006–2007

Marketing Coordinator/Administrative Assistant

- Trafficked all creative jobs for production and approval, such as print, outdoor, collateral and direct mail.
- Strategized new casino branding with staff and outside agency.
- Coordinated placement of various property signage and collateral throughout casino and hotel.
- Provided support for property and celebrity events, such as movie premieres, new outlet launches, casino tournaments and promotions, etc.
- Participated in the ideation, execution and proofreading of the on-property resort publication, *Planet Hollywood Magazine*.
- Assisted Vice President of Marketing with various administrative tasks and VIP reservations.

Education

University of Nevada, Las Vegas—Bachelor of Science, Marketing

References

Available upon request



PARTNERS

7200 S. Alton Way, Suite C300
Centennial, CO 80112
Phone: 303.297.8170

Email: brian.kelley@rrpartners.com

Brian Kelley

Work History

R&R Partners / Denver, CO, 2014–Present

Digital & Social Strategist

- Developed social media strategy for Envision Healthcare companies, AMR and EmCare, by leading stakeholders through a comprehensive strategy workshop.
- Lead social media content development and community management for the Utah Department of Health's anti-tobacco campaign and Coloradans for Better Schools ballot initiative.
- Identified digital marketing integration opportunities for Coloradans for Better Schools ballot initiative to improve supporter communications management.

AREA203 Digital / Chattanooga, TN, 2009–2013

Senior Digital Strategist

- Cultivated and co-created brand strategies and digital communication strategies for existing brands and startups in diverse industries.
- Forged strategy department through sound hiring, developing strategic methodology, and creating strategy toolkit.
- Developed and curated brand positioning by leading the brand development process and acting as the brand steward.
- Authored yearly strategic and communication plans, combining public relations and social media to drive brand awareness and business development leads.

Trumpet Group / New Orleans, LA, 2006–2008

Brand Strategist

- Directed the creation of impactful messaging for Hornets Basketball's return to New Orleans after Hurricane Katrina, including season ticket campaign, playoff messaging, and updated brand identity.
- Spearheaded award-winning "Forever New Orleans" communications plan to revitalize the New Orleans convention and tourism business using a unique web site, airplane tray tables, interactive media, billboards and trade publications.
- Oversaw statewide communications budget and creative execution for second-hand smoke and cessation platforms, including the Louisiana Smoke-Free Air Act, which prohibits smoking in public places.
- Partnered with clients as primary account lead to develop ongoing brand strategies and communication plans, to identify meaningful, media-neutral brand connections to consumers.

Active Marketing Group / San Diego, CA, 2005–2006

Senior Account Manager

- Orchestrated the Timex Expedition account, including Conrad Anker product endorsement, Banff Mountain Film Festival sponsorship activation and Outdoor Retailer reception.
- Led sales team in securing more than 200 sports specialty retailers in WIN Detergent's initial product distribution efforts.

- Implemented Focus DAILIES contact lenses' youth sports outreach, including brochure distribution and on-site activation at youth sports tournaments.
- Operated as the account lead and the main contact for clients, while taking responsibility for execution, profitability and results.
- Assisted in the strategic planning of client proposals for new business team.

Campbell-Ewald / Southfield, MI, 2005

Account Executive (Temp)

- Managed the creation of 400+ commercials from early spring through summer across multiple campaigns with a variety of vehicle models and promotional offers for numerous local marketing groups.

MARS Advertising / Southfield, MI, 1999-2004

Senior Account Executive

- Crafted PowerBars' 2004 natural food channel marketing plan, focusing on Whole Foods and Wild Oats stores, with major promotions involving sampling and tie-ins with regional divisions.
- Piloted volume-driving promotions at Wal-Mart and Kmart for Clorox and Nestlé, including radio, sampling, events and promotion, resulting in more than \$2 million gross sales for MARS.
- Quarterbacked national and market-specific promotions for Schiff Vitamins, managing execution details from development through fulfillment, including synchronized media buys in 10 markets to support Schiff Vitamins' involvement with the "Drive Against Prostate Cancer" national campaign.
- Expedited creative and execution for Weider's World Wrestling Federation sweepstakes and American Body Building's "Flip the Bird" under-the-cap instant win game; both programs broke new ground in their respective product categories.
- Pulled together lucrative, in-gym sampling program for American Body Building across 20 markets in 400 gyms, from concept to completion, in two months.
- Interfaced with MARS departments in the implementation of account-specific campaigns for Tums, Nicorette & Nicoderm CQ, Aquafresh, and SmithKline Beecham multi-brand events at retail outlets.

Mid-America Festivals / Holly, MI, 1997-1999

Advertising Director

- Generated additional promotional value of 300 percent above the festival media budget through negotiations with media outlets.
- Strengthened market reach by trading designated tickets; increased media spend by 66 percent through incremental advertising support from radio and print.
- Collaborated with the marketing director to develop and sell dynamic corporate sponsorship packages, which met the sponsors' and the festivals' needs.
- Conceived media campaigns setting season attendance record at more than 230,000.
- Created and executed off-site promotions and on-site special events, which were well received by patrons and produced additional revenue in event ticket sales and sponsorships.

Education

Central Michigan University, Mount Pleasant, MI—Bachelor of Science, Business Administration

References

Available upon request



PARTNERS

837 East South Temple
Salt Lake City, UT 84102
Phone: 801.531.6877

Email: rebecca.woolston@rrpartners.com

Rebecca Woolston

Work History

R&R Partners / Salt Lake City, January 2014–Present

Digital Developer & Designer

- Spearheaded digital development for the R&R Salt Lake office.
- Collaborated with R&R Las Vegas and R&R Phoenix digital departments, directing agency resources for R&R Salt Lake clients.
- Partnered with back-end developers, digital project managers and UX designers.

Click Here Labs / Dallas, TX, 2012–2014

Front-end Developer

- Worked for the digital arm of The Richards Group.
- Collaborated with back-end developers, art directors and UX designers to create custom websites using CSS3, HTML5 and jQuery/Javascript.
- Worked with clients including HEB Central Market, TGI Friday's, Flexjet, QuikTrip, Russell Athletic, The Home Depot and the Salvation Army.

Seeing the Everyday Magazine Intern / Boston, MA, 2011–2012

Web Intern

- Developed marketing plan and wrote content for social media and direct marketing for a new upstart magazine.
- Developed content, created wireframe, designed and programmed new website for the publication using HTML and CSS.

Skills

HTML5 & CSS3	Javascript/jQuery	Bootstrap 3
Adobe Creative Suite 6	Google Analytics	Certified Web Fonts
Letterpress Printing	Photography	Mac & PC
Microsoft Office Suite	Entourage & Outlook	After Effects
CMS Customization	Blogging	

Education

Brigham Young University, Provo, UT—Bachelor of Arts, Visual Arts: graphic design emphasis with minor in business management, 2011
International Study Abroad, BYU Jerusalem Center for Near Eastern Studies, 2008

Interests

Member of the Phi Eta Sigma for being in top 10 percent of college class.
Create textile designs and patterns, licensed with Riley Blake Designs, Alpine Fabrics and Kokka Fabrics (Japan)
Food, family, friends and fun

References

Available upon request



PARTNERS

900 S. Pavilion Center Dr.
Las Vegas, NV 89144
Phone: 702.228.0222

Email: melissa.kalashian@rrpartners.com

Melissa Kalashian

Work History

R&R Partners / Las Vegas, 2012–Present

SEO Specialist

- Defined and managed project approach, scope, deliverables, schedule, resource needs and budget.
- Accurately tracked and communicated project status (including progress, budget, dependencies, etc.) to clients and internal team.
- Served as the primary contact for a multi-disciplinary team consisting of strategists, creatives, account managers, developers, and media experts during the development of digital projects.
- Drove projects to completion within scope, budget, and timeframe.
- Clarified requirements, explaining complex ideas clearly, while managing expectations.
- Keep projects on track through clear task lists, issue-tracking, status reports and meeting notes.
- Proactively identified and managed project risks, clearly communicated project issues and solution-oriented resolutions to the client and internal team.
- Involved team at the optimal levels for project success.
- Led efficient meetings and conference calls.
- Developed SEO processes for client projects.
- Implemented and managed best search engine optimization (SEO) practices for new and existing website projects.
- Assisted with website analytics and reporting.

Web Coast Designs, LLC / Las Vegas, NV, 2002–Present

Web Product Manager

- Manage projects, planning, development, timing, processes and quality assurance.
- Successfully directed project developments to schedule while productively managing client expectations.
- Effectively communicated non-technical customer input to technical requirements for programming department.
- Prepared marketing related presentations; defined product requirements and outlined agreements, while continually optimizing internal communications, including video training modules and written materials.

Web Project Manager

- Involved directly in architecture, design, graphics, construction and publication of web development projects.
- Productively managed remote development group with cultural and time differences.

SEO Program Manager

- Analyzed and strategized SEO keywords and successfully ranked 50 percent of all long-tail keywords in first place.

- Implemented on-page search engine optimization based on selected keywords for client sites.
- Structured keyword density and anchor phrases in major directories, social media and blog sources.
- Tracked results using Google Analytics and other application software.

Red, Inc. / Las Vegas, NV, 2007-2008

Technical Word Processor

- Developed a strong technical understanding of Microsoft Word with aptitude for troubleshooting technical issues.
- Involved in planning and formatting required documentation for a government environmental impact statement four-part book with over 3,000 pages.
- Incorporated author input and edits, tracking changes for redline markup.
- Generated master documents, table of contents, list of tables, figures and index for concordance of terms.

Skills

Microsoft Project | SEO tools: Google Analytics/Webmaster tools: Majestic SEO, SEM Rush, SEO Book, SEO Page Pro, Backlink Tracker | Social media: Google+, Facebook, Twitter, Blogs | Search engine optimization and major directory placement | Video Platforms: BrightCove, SocuSoft, YouTube, Vimeo | Camtasia Studio | Content management systems | jQuery | Basic knowledge of Unix & Databases | HTML / CSS | Photoshop | Dreamweaver | Microsoft Expressions | Adobe Premiere | Microsoft Office Suites | Zoho CRM

Education

University of Massachusetts Lowell, Bachelor of Science, Information Technology, 2007

References

Available upon request