



Feb. 4, 2020

To Whom It May Concern:

Showcasing the many strengths that make JCPS one of the best districts in the country, such as “choice” and diversity, while acknowledging there is room for improvement, is key to winning hearts and minds in our community. Our campaign recommendations involve having frank and honest conversations to communicate our district’s challenges, mistakes and the most dire needs of our students in order to obtain taxpayer and voter buy-in on the best ways to obtain and allocate additional funding in order to achieve these goals.

This is a continuation of the conversations that the invested and affected community members have been having already. Polarizing “hot-button” issues, such as increasing property taxes and “ending busing” will bring more diverse and strong opinions to the forefront, providing a unique opportunity for our team to meet these different communities where they are and seek understanding and common ground, affording us a unique opportunity to buy-in of the more equitable solutions that are necessary to divest in costly, reactionary back-end solutions and invest in ALL of our children in Jefferson County, because it’s the right thing to do.

Seventy percent of Jefferson County taxpayers don’t have children in public schools. They, (and many who do), are not fully aware of the district’s recent changes in leadership. Our campaign will be undergirded with messaging to regain the community’s support of the district due to this new leadership and why “this time it’s different.” We will showcase examples of changes already underway, respond to questions and criticisms, as well as identify specific initiatives and mandates that require funding in order to be accomplished. “Naming and claiming” how the increased revenue and resources will be allocated is fundamental to any fundraising campaign success.

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The crux of our campaign will revolve around key messaging strategies that demonstrate to taxpayers, voters and affected community members how this necessary investment in our public schools will pay for itself in the long run, not only through front-end investment that cuts down on costly punitive and reactionary measures in the schools themselves, but in our community, through reduced incarceration rates, recidivism, drug use, gun violence, crime and higher property values. As Jefferson County taxpayers ourselves, our team is able to more readily build credibility and rapport with those who may have strong objections to a proposed tax increase, for example, and be in a better position to help them understand the challenges faced by those who so desperately need these shifts in district resources.

Our proposal also includes strategies based on a proven track record of successfully working to counter “failing schools” narratives. This includes shifting the conversation to front-end solutions such as smaller class sizes, teachers aids, counselors, police-free schools and why we need them, school-wide authentic restorative practices, and other district initiatives. These are the same demands teachers have been “sick” over the past two years in Frankfort. Our campaign will amplify voices of students, parents and teachers who are impacted by the shortage of these resources, and who can best articulate their needs.

In order to fund important district initiatives, our community needs to not only increase revenue and resources in our district, we also need to prevent further deterioration of such. Therefore, our campaign proposal also includes strategies to counter the attempts to redirect tax dollars intended for our public schools to private schools, charter schools or homeschoolers. To the extent permitted by law and not in conflict with the board’s legislative priorities, our team stands ready to work with the district’s Chief of Communications and Community Relations and pertinent JCPS departments, committees, team members and board members to respond to proposed legislation that could add additional financial burdens onto our district without the matching resources and offsetting mandates to accompany them, such as scholarship tax credits and armed police in our schools. Our campaign proposal includes preparing talking points and materials regarding any law changes that will negatively impact our district’s financial goals.

Having been in attendance at many of the board meetings and work sessions where financial needs, revenue and resource opportunities have been discussed, as well as immersed in the community (in person and online) where these conversations are taking place, we already have a sense of the types of pushback that can be anticipated, as well as and are prepared to present a proposal that we believe will achieve buy-in from the highest number of community organizations and individuals. One key component to this strategy includes a “shared responsibility” among district, state, local, community and corporate stakeholders, in addition to taxpayers. Matching funds from the state applied to a Nickel tax, for example, creatively recouping some of the SEEK funds that leave our district every year, would be used to

demonstrate that local taxpayers are not being asked to foot the entire bill. Legislation changes making it possible for Dr. Pollio to have greater control over overhead would be an example of shifting resources at the district level, with a commitment to do more of the same.

Our experienced and local team is ready to hit the ground running; to counteract misleading and detracting counter-narratives; to actively and articulately educate the community on the district's accomplishments, needs and goals; to seek clarity from impacted groups in order to convey their needs with empathy; to fluidly respond to shifts in the landscape and narratives as they happen; and to develop and communicate messaging that positively builds consensus necessary to maximize the funds and resources raised.

Our campaign will utilize a variety of communication channels and strategies, including billboards, micro-targeted digital media, print media, radio, podcasts, You Tube, Facebook, Twitter, press releases, press conferences, panel discussions, flyers, canvassing, mailer campaigns, working with media, community outreach, partnerships, testimonials, a dedicated website and email campaigns.

Pursuant to Article 12.1, Discussion of Proposals, "The Contracting Officer may or may not conduct post negotiations of technical aspects of the proposals and/or prices after reviewing all proposals submitted. These negotiations will involve only offerors who submit proposals which fall within the competitive range."

We invite the Contracting Officer and other decision makers to attend a formal presentation of our campaign concepts, strategies and tactics not conveyed in this proposal. In the spirit of "not showing your hand," while maintaining a "level playing field," and recognizing that there are non-public entities (not subject to the same disclosure requirements as public schools) actively working to detract from our efforts, we believe it is in the best interest to keep key strategic and messaging information from being released to the public until the conclusion of the campaign.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Gay Adelman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Gay Adelman, Account Executive  
Digital Promotions

**JCPS Marketing and Public Relations Support  
Proposal #3098**

I ♥ JCPS  
and  
“It Takes a Village”  
Dual Revenue Generation  
Campaigns

Prepared by Gay Adelman, Account Executive  
Digital Promotions  
Feb. 4, 2020

## **Evaluation Criteria Summary**

We feel that our team offers many advantages, both strategically and economically, in what we bring to the table. We ask that the selection committee please consider the following when weighing the evaluation criteria for this proposal.

### **“Prior experience in revenue generating campaigns”**

Rob Minton, founder and owner of Digital Promotions, has successfully raised capital to sustain his vision of missionary work performed at CrossRoads Missions since 1993. To that end, Digital Promotions was created in 2008 for the primary purpose of generating a sustainable income for the non-profit. In addition to offering a full-line of printing and personalization services, Digital Promotions has been assisting schools and other organizations in raising thousands of dollars over the years through reselling screenprinted and logoed apparel. The recent launch of our online webstore tool has exponentially changed the game for these clients. In just a few short months, our customers have sold tens of thousands of dollars in on-demand logoed merchandise. We take the orders, we handle the payments, sizes, personalizations, returns. At the end of the fundraiser, we send the sponsoring organization a check.

Gay Adelman has successfully raised thousands of dollars for her children's schools in Texas, Indiana and Kentucky. A successful brick campaign she led paid for a new track at her son's elementary school. The Academy @ Shawnee received over \$20,000 in grants, scholarships and donations as a direct result of her efforts. She has also acquired grants and donations for Save Our Schools Kentucky and Dear JCPS to cover operations costs for the past six years. Her most recent efforts have been directed toward assisting the Louisville PTO in providing lower-resourced schools, parent organizations and booster clubs with no-cost, no-risk online webstores to help them generate funds.

As former owner of American Basketball Association Team “The St. Louis Rottweilers”, Latasha Harrison was responsible for raising funds to secure venues, cover business operations and purchase team. The yearly operations costs were over \$200,000. She has also been instrumental in raising thousands of dollars for the PTAs where her children have attended school, and obtained thousands of dollars in Grant money for parent involvement. President and Founder of Louisville PTO formed to provide resources to schools that are lacking in parent involvement, NO PTA present and avenues to advocate for the children that attends these schools. Currently raising funds to acquire a terrestrial radio station.

As program manager at ECHO, Leigh Ann Yost, successfully raised 40% of their annual \$200,000 budget. She also developed and promoted a campaign through Give For Good which raised \$20,000 over the past 5 years.

Our proposal includes appropriations that allow for collaboration with other organizations with experience in revenue generating campaigns specific to tax referenda, as well.

1. Cost-effectiveness

- a. We hope the proposal committee agrees that the benefit of having local connections, historical knowledge, and boots-on-the-ground experience doing this work is a value that cannot be measured in dollars. Add to that the creative funding solutions our team feels confident we can wrangle as we are able to elevate the conversation around the dire needs of the students in our district. We feel that the proposal that follows is what stands between “status quo” efforts to make incremental change in the district, and monumental, heavy lifting, community-supported, *60 Minutes*-worthy, documentary-style coverage of how our district became a national model for achieving educational equity.
- b. Being a local company, we are able to keep more of our resources in our community. We are also able to offer more competitive pricing on work done in-house. We hope the committee agrees our rate sheet is comparable to our competitors.
- c. As a local firm, we won't waste taxpayer dollars on excessive hotel fees, meals, travel, learning curves. This means that the cost-effectiveness comparisons of our proposal to out-of-state competitors, should there be any, are compounded by the favorable treatment status provided to local bidders.

2. Understanding desired outcomes

- a. Our proposal demonstrates that not only do we fully understand the desired outcomes, but several members of our team have a proven track record of documenting and sharing the desired outcomes, as well as the hurdles that must be overcome, so that others in our community are also informed. How many other proposal applicants can say that?

3. Experience with K-12 Education

- a. Our team is made up of parents and educators who have been actively engaged in K-12 education for years. Please review the brief bios that follow.

## Necessary Fluency in Complex Issues

The issues surrounding public education in Jefferson County are complex. The timeframe in which to accurately and reassuringly communicate these issues to the community is short. The outcomes of this campaign will have a compounding and lasting effect on the lives of hundreds of thousands of children in our community over the next decade. It is imperative that the team that is tasked with the success of such a potentially controversial and fluid fundraising campaign, which could impact the outcomes for hundreds of thousands of Jefferson County students over the next decade, have immediate and extensive knowledge of the following concerns:

- JCPS Facilities Needs/History/Comparisons/Ask
- Teacher Shortages/Compensation History and Comparisons/Pensions
- Education Funding History/Cuts/Programs/Increased Burdens/Sources
- National, State and Local climate of education issues and actions
- High Stakes Testing Flaws
- Police free Schools/Counselors Not Cops
- Common misconceptions about poverty
- Extreme Disparities Between Schools (Visuals using proprietary data)
- Student Assignment Plan/Pushouts/Busing Costs/History
- Bullying/Behavior/Discipline/Suspensions/Inequities/Data and its flaws
- Importance of Diversity of Thought and Experience
- Invest/Divest Strategies to Redirect
- Areas in JCPS Budget where trimming is still possible
- ECE Violations and Inadequacies/Funding cuts/Histories
- Early Childhood Education and Interventions Needs
- Tax Increase Histories/Comparative Analyses
- Community Segregation/Housing/Homelessness
- Teacher Compensation/Pensions
- Current Legislation and Proposed
- Immigration/ESL Students and Families
- “War on JCPS” Legislation and Policies
- SEEK Funding formula
- The legislation and events leading up to Kentucky Education Reform Act
- State Budget Proposals
- Recent Metro Government budget shortfall leading to closures of libraries and pools, as well as tax increase proposal and failure
- Similar to Library Tax Referendum approximately 20 years ago
- Steps are necessary to prevent insolvency/bankruptcy of district

## Campaign Components

### *Learn from Examples*

We can look to districts such as Birmingham, AL and Austin, TX, to learn from their experiences communicating increased revenue needs and options. What worked? What didn't? What are they doing now in their market that we could learn from?

We can tap into our contacts at NE Loves Public Schools in Omaha, NE to learn more about their successful million-dollar video campaign that has successfully created goodwill for their similar district of "choice" and magnets, keeping charter schools and vouchers at bay. Their oft-seen ring-spun cotton "I Heart Public Schools" t-shirts are cherished by teachers and parents nationwide. The campaign has also been successful in informing parents and taxpayers about successes happening in schools every day. As part of our proposal to bring in revenue, we would work with the JCPS Chief of Communications and Community Relations to launch and market an "I Heart JCPS" campaign, featuring a similar strategy offering t-shirts, buttons, window decals, educational DVDs through giveaways and an online webstore. The heart would consist of a fleur de lis cut out, reflecting our proud Louisville heritage and tying into the "It Takes a Village" theme. Profits from the "I Heart JCPS" campaign would contribute to the overall fundraising goal.

We can look to Wilmington, NC to learn how conversations around student assignment led to collaborative solutions around parental engagement. A recent move to make their student assignment more equitable ruffled the feathers of some of the more "well to do" residents. This created dialogue among affected community members, current and future, and led to constructive dialogue that raised the awareness of the inequities and a commitment among parents and taxpayers to share the responsibility. We would incorporate the data from JCPS Books that shows the performance scores, minority percentage, free and reduced lunch, loss of site based decision making authority, as well as PTA participation and fundraising ability, to demonstrate the extreme disparities that exist among our schools, similarly to how this was done in Wilmington, NC. This will help us make the case for equity, which is a critical component of community buy-in to any revenue increase.

Our proposal includes funds allocated to seek strategic advice from firms like those in Austin and Birmingham, as well as for two of our team members to visit Wilmington, NC and talk to local stakeholders and district leaders in that market.



## *Campaign Phases*

In order to achieve optimal success, we believe the campaign should develop in phases.

The first phase will focus on shaping hearts and minds favorably toward Jefferson County Public Schools while raising awareness of many ways the district provides life-saving services for students and their families. It will feature an upbeat and positive message along the lines of supporting (and funding) programs in JCPS for all students, because “it’s the right thing to do.” This robust campaign will feature “slice of life” profiles of students and families through a series of billboard, TV, radio, print and digital ads, inviting the community “put themselves in the shoes” of our students, especially our most vulnerable students who represent the district’s greatest need, are often the most misunderstood, while garnering the greatest public concern. This includes students who are disabled, special needs, English language learners, newcomers, minorities, homeless and living below the poverty line. At least one profile would feature a student of color (and their mother)’s perspective on armed police officers in our schools, for example. The need for investment in our facilities, teacher recruitment and compensation, and equity would dominate the theme of this phase of the campaign.

Spring is a great time of year to also to offer to have a speaker attend as many of the school’s local annual PTA meetings to discuss the equity issues in the district. The JCPS Databooks data shows strong correlations between schools of high minority populations that also have high concentrations of poverty and low outcomes, not to mention very little, if any PTA involvement. This spreadsheet shows the information taken from JCPS Data Books, as well as proprietary PTA data, which can be put into talking points and infographics conveying these disparities in a snapshot.

The first grid shows the schools with the highest percentages of non-white students, and how they correlate with test scores, poverty and PTA fundraising. When you sort the list putting the schools with the most white students at the top, you have quite a different picture!

SLN	N	School Name	PTA Cash Available*	17-18 Membrs	PPCA ***	% Non White	% FRL	KPREP Score	# Stars	CSI/TSI	SBDM STATUS
440	Elementar	Maupin	\$ 7,748	91	\$ 11	51%	49%	22.50	1	100	POWERLESS
432	Elementar	King	\$ -	-	\$ -	24%	14%	40.70	1	100	
182	Elementar	Wheatley	\$ 1,883	100	\$ 6	94%	92%	11.20	3	100	
276	Elementar	Foster	\$ -	-	\$ -	46%	82%	47.10	2	100	POWERLESS
243	Elementar	Byck	\$ -	-	\$ -	94%	93%	13.30	1	100	
374	Elementar	Young	\$ 7,639	-	\$ 19	44%	81%	42.50			
440	Elementar	McFerran	\$ 8,144	16	\$ 11	57%	89%	42.40	1	100	POWERLESS
179	High School	Central	\$ 5,853	178	\$ 3	53%	79%	44.50	1	100	
147	Elementar	Mill Creek	\$ -	-	\$ -	40%	80%	17.60	1	100	
103	Elementar	Slaughter	\$ 4,229	13	\$ 11	90%	88%	57.20	2	100	POWERLESS
720	Elementar	Kennedy	\$ -	212	\$ -	40%	72%	46.40			
005	Elementar	Cane Run	\$ -	-	\$ -	89%	98%	14.80	1	100	
530	Elementar	Roosevelt-Perry	\$ -	-	\$ -	80%	98%	24.10	1	100	
140	Elementar	Engelhard	\$ 12,584	109	\$ 34	67%	94%	38.90	1	100	
128	Elementar	Price	\$ 17,921	70	\$ 45	86%	87%	41.10	1	100	POWERLESS
290	Elementar	Frasser	\$ 5,825	-	\$ 16	60%	86%	35.80	1	100	
076	Elementar	Indian Trail	\$ 11,175	-	\$ 26	85%	77%	60.60	3		
092	Elementar	Crums Lane	\$ 4,787	125	\$ 23	35%	88%	53.80	2		
081	Elementar	Rangeland	\$ 13,405	51	\$ 31	51%	86%	43.80	1	100	
009	Elementar	Minors Lane	\$ 7,354	69	\$ 21	82%	79%	44.30	1	100	
610	Elementar	Shelby	\$ 14,670	-	\$ 20	80%	88%	39.80	1	100	POWERLESS
335	High School	Brookings	\$ 7,528	64	\$ 7	33%	82%	13.60	1	100	POWERLESS
660	Elementar	Coleridge-Taylor	\$ 30,687	92	\$ 62	76%	73%	44.10	2	100	
078	Elementar	Zachary Taylor	\$ 36,722	59	\$ 85	70%	64%	53.80	2		
710	Middle	Western	\$ 48,134	404	\$ 78	74%	61%	58.30	2		
064	High School	Western HS	\$ 5,801	79	\$ 7	78%	73%	28.20	1	100	POWERLESS
090	Middle	Thomas Jefferson	\$ -	-	\$ -	76%	77%	40.50	1	100	POWERLESS

SLN	N	School Name	PTA Cash Available*	17-18 Membrs	PPCA ***	% Non White	% FRL	KPREP Score	# Stars	CSI/TSI	SBDM STATUS
022	Elementar	Medora	\$ 66,470	218	\$ 148	27%	58%	64.00	3		
225	Elementar	Bloom	\$ 115,975	-	\$ 207	24%	82%	65.70	3		
134	Elementar	Eisenhower	\$ 61,483	164	\$ 105	30%	58%	63.80	3		
211	Elementar	Stopher	\$ 144,135	717	\$ 188	10%	13%	75.30	3		
069	Elementar	Watson Lane	\$ 5,885	55	\$ 23	11%	89%	19.00	1	100	
016	Elementar	Tully	\$ 102,436	558	\$ 149	32%	17%	75.00	3		
156	Elementar	Dunn	\$ 94,631	649	\$ 177	32%	25%	71.50	3		
018	High School	Atherton	\$ 34,319	-	\$ 23	13%	40%	75.00	3		
096	Elementar	Norton	\$ 134,247	519	\$ 189	34%	24%	76.60	3		
060	Elementar	Coral Ridge	\$ 54,641	221	\$ 103	35%	70%	64.50	3		
165	** Combin	Brown School	\$ 124,145	267	\$ 163	16%	39%	88.20	3		
071	Elementar	Stonestreet	\$ 24,795	320	\$ 58	36%	67%	59.20	3		
095	Elementar	Elite	\$ 106,840	259	\$ 225	16%	29%	65.90	3		
109	Elementar	Wheeler	\$ 46,478	230	\$ 72	36%	38%	71.50	4		
040	Middle	Barret Traditional	\$ 33,114	970	\$ 52	37%	32%	75.10	3		
125	Elementar	Layne	\$ 33,012	131	\$ 91	37%	81%	54.50	2		
007	High School	Eastern	\$ 58,594	446	\$ 28	37%	35%	70.70	3		
055	Elementar	Bates	\$ 77,483	332	\$ 139	32%	42%	66.20	3		
075	High School	Reasure Rider Park	\$ 10,175	310	\$ 200	25%	69%	48.10	1	100	
250	Elementar	Field	\$ 49,137	266	\$ 121	39%	49%	61.20	3		
044	Elementar	Audubon Traditional	\$ 35,400	767	\$ 153	40%	37%	75.20	4		
145	Elementar	Laukhuf	\$ 42,466	235	\$ 93	30%	61%	69.00	3		
000	High School	duPont Manual	\$ 38,658	2,345	\$ 20	40%	21%	81.40	3		
171	Elementar	Norton Commons	\$ 57,388	428	\$ 129	41%	29%	83.20	4		
046	Elementar	Chenoweth	\$ 54,148	265	\$ 110	41%	52%	70.30	3		
024	Elementar	Middletown	\$ 34,904	245	\$ 64	41%	48%	67.30	3		

\* Data is incomplete. Took the highest of PTA's "cash available" of past 3 years, if known.

\*\* School population size can impact PTA funding and budgeting. List is sorted in order of PTA "cash available" per pupil in building.

\*\*\* Schools that serve more than one category have been combined to reflect number of parent organizations per entity, as well as lowest common denominator of scores.

Our “Seeking Equity - In Their Shoes” presentation will not only be incorporated into the community forums/panels, but we will also make ourselves available to SBDMs and any other groups interested in learning about these disparities and having dialogue about becoming part of the solution. We will also invite the Superintendent to attend as many of these meetings as possible and ask that this data be incorporated into speeches at the annual 15th District PTA and Louisville PTO year-end meetings.

The second phase will begin in late spring and early summer. It will feature community forums and door-to-door canvassing efforts, which will create more opportunity to clarify and elaborate on the messages that have been propagating since the launch of the campaign, as well as to continue to hone in on articulating the needs of our students and the magnitude of those needs.

Our team will simultaneously reach out to leaders from various branches of government, corporations, foundations and community groups to identify hard and soft dollars that can be attributed to revenue and resources found, and move the district’s goals forward. These figures will tally into the overall goal of the fundraising campaign.

As outdoor temperatures start to cool, and the close of our campaign draws near, our messaging will shift toward celebrating the “Shared Responsibility” revenue and resource generating opportunities that have been identified during our fundraising campaign. One of many revenue generating opportunities included in this proposal would likely include bond money that could be freed up from an increase in property taxes. In anticipation of this possibility, the remainder of our messaging and media budget would be focused on garnering support for an appropriate tax increase initiative ahead of the Nov. 3 election.

We believe that a fundraising campaign that conveys that the district is committed to seeking desperately needed funds, not only from taxpayers, but from cuts to its own district budgets, state budgets, local government commitments, corporate donations and community organizations will garner the greatest success. Key campaign messaging for the final phase of the will focus primarily on clearly articulating any opportunities that would be dependent upon public support for implementation, such as voting in favor of a tax referendum.

Generating overwhelming and powerful community support of our public schools during this critical turning point in the district’s history will not only facilitate the shift in attitudes that will be necessary to raise additional revenue and resources, but it will also help further empower our elected and appointed leaders to implement difficult changes that

are necessary in order for the to be able to deliver on the vision their constituents demand and expect.

The team assembled by Digital Promotions represents local taxpayers and public school stakeholders who have been immersed in this community and advocating for fully funding public education for many years. We live here, send our kids to school here, worship and play here. This experience, knowledge and network provides for maximum efficiency in campaign strategy and execution as well as optimal outcomes in revenues and resources raised.

## Scope of Work

The scope of work for this project includes but is not limited to:

- Develop Timeline and Milestones (Feb 25 - Nov 3, 2020)
- Compile Research of Other Districts/Outcomes/Messaging
- Partner with existing community organizations to refine needs/messaging/utilize & amplify their existing platforms and networks
- Test Market Messaging Strategies/tolerance for tax increases and amounts
- Identify Opportunities for Shared Responsibilities Among Taxpayers, Metro Government, State, Businesses and Community
- Identify potential revenue sources/determine amounts to be raised from each source
- Develop Talking Points/Q&As/Demonstrate how funds raised will bring exponential rewards
- Test market and promote idea of a dedicated Nickel Tax for West End Schools as a means to End Busing
- Test market and promote idea for additional property tax increases that could be subject to voter recall
- Work with district liaisons to arrange Press Conferences, Events, Panels
- Host panels in each of the 7 districts
- Work with students to develop play and panel similar to "Water By the Spoonful"
- Audience segmentation and targeting
- Social Media Campaign/Pages/Hashtags/Moderators
- Direct mail, email and digital ads
- Superintendent/PTA President Gathering/Data Reveal/Request for Support
- Superintendent/SBDM Member Gathering/Request for Support
- Parent Liaisons for Each School/Coffees/Gatherings
- Canvas Affected Communities
- Outreach to Community Influencers, ie, realtors, homeowners associations, clubs, etc. to help shape narrative.
- Continue to utilize vast existing relationships with local, state and national media.

## **PROPOSAL RESPONSES**

### **Qualifications**

“Credentials and past performance of agency, key personnel, third party individuals”

### **Our Marketing and PR Team**

Digital Promotions is a marketing and promotions firm located in Jeffersontown, KY that features its own in-house digital press, screen printing, vinyl, laser etching and embroidery equipment. The company, which employs six full-time employees, was created primarily to support CrossRoads Missions. Founded in 1993, CrossRoads Missions is a non-profit that serves as a conduit for churches and individuals seeking ministry opportunities in areas they may otherwise have difficulty serving. They accomplish this goal by bringing people of all ages into mission work in the United States and Mexico.

### **Rob Minton, Owner/President**

Rob is the Founder and Executive Director of Digital Promotions and CrossRoads Missions. Rob founded CrossRoads Missions in 1993 and Digital Promotions in 2008. He is actively involved in STEM education at his children’s school and serves as their Robotics Coach. Rob has extensive experience in fundraising, and has been successful in numerous campaigns funding the ongoing work of CrossRoads Missions.

### **Gay Adelman, Account Executive**

Gay is a seasoned marketing professional, with more than 30 years successful experience in the field. Gay has served as a marketing director for Fortune 500 companies to a self-employed small business owner. She is also a JCPS Taxpayer, Former JCPS Parent, Former PTA President, Former 15<sup>th</sup> District PTA Vice President (3 years), Former Advisory SBDM Member, GCIPL Fellow, NPE Charter Member, Co-founder of Dear JCPS, Co-founder of Save Our Schools KY, Current Kentucky Alliance Against Racist and Political Oppression Board Member, Member Alliance to Reclaim Our Schools. She has also lived in 8 different school districts in 4 states, giving her a broad perspective of how JCPS compares to other districts. She also spent 2 years as a K-8 computer teacher for a private school in Lily, Kentucky (between Corbin and London). Resume attached.

### **Third-party Individuals**

Our team consists of the following individuals who will play a direct role in the execution of this proposal.

#### **Latasha Harrison, NVY Media & Louisville PTO**

JCPS Parent, Marketing Agency President and Consultant, former owner of professional ABA sports team in St. Louis, (the Rottweilers), Former PTA President, Former 15<sup>th</sup> District PTA Officer, Former Advisory SBDM Member, Over 19 years of marketing and promotions experience, National School of Excellence Award Winner, Head Start and Early Childhood Committee, Founder of Louisville PTO and JCPS Taxpayer.

#### **William Komp Ph.D, Data Scientist**

JCPS parent, Entrepreneur; taxpayer, member of JCPS tax advisory panel, Save Our Schools KY Board Member; Ph.D Theoretical Physics, Adjunct Professor of Physics University of Louisville, 20+ years experience in Academia, Humana, SmarterHQ, First Group America, Komplytics LLC. Expertise in data engineering, ETL and data science; Experience in finance, Marketing (retail, travel, hospitality and finance), transit, renewable energy, Internet of Things (IOT) and health insurance; Peer Reviewer for the Canadian Journal of Physics; Speaker and Moderator for Predictive Analytics World; Technical Editor of *Applied Predictive Analytics* J Wiley and Sons; Associate Editor of the Compadre Relativity Physics Archive WGBH Boston; American Physical Society Blue Apple Award Winner; Donald M. Bennett Award Winner University of Louisville; NASA/ Wisconsin Space Grant Consortium Fellow; Chancellor's Fellow University of Wisconsin-Milwaukee

#### **Michael McCloud, Consultant, Public Speaker**

A Future in Hope Founder & President, Black Lives Matter Louisville Education Team Leader, JCPS Taxpayer, Save Our Schools KY Board Member, 11 years service in mental health working with emotionally impacted youth, restorative practices and deescalation tactics. Public speaker and facilitator.

**Leigh Ann Yost, Program Facilitator**

Former JCPS Substitute Teacher and Classified Employee, current JCPS parent and taxpayer, musician, researcher and coordinator, former ECHO program manager for 5 years, which includes fundraising and community outreach, demonstrating an ability to shift perceptions about difficult topics. Leigh Ann is also a volunteer for Kentucky Youth Advocates, and has extensive service in advocating for missing and exploited children.

**Ivonne Rovira, Program Facilitator, Researcher**

Educator with JCPS since 2003, current JCPS taxpayer, parent of three JCPS graduates, former Associated Press journalist, graduate of Columbia University, co-founder of Save Our Schools Kentucky, JCPS Leads, member of Alliance to Reclaim Our Schools, Jefferson County Teachers Association, Dear JCPS, co-host of weekly radio program "Save Our Schools with Dear JCPS," League of Women Voters officer, assistant building rep for Wilder Elementary for JCTA, former Executive Director for Common Cause Kentucky, former research director for Clean Money Kentucky, writes for Forward Kentucky.

**Chris Tobe Investments, Financial Consultant**

30+ years experience Financial Analyst, Author Kentucky Fried Pensions, Served on Executive Committee for State Auditor for three years. More information on [Christobe.com](http://Christobe.com).



## **Other Potential Consultants, Facilitators and Third Party Vendors Contacted**

**White Hat Agency** is a full-service advertising agency in Austin, Texas that delivers creative marketing, messaging and solutions to its clients. More information at [wearewhitehat.com](http://wearewhitehat.com).

**Outfront Media** - Located on key highways and intersections, your brand message receives long term presence and frequency on commuters' daily journeys. Over 80% of travelers have noticed a billboard in the past month. Bulletins come in both static and digital formats and can be placed in high-traffic areas closest to our targeted demographics. See grid attached.

**El Toro** - A local Louisville company that focuses on IP geolocation audience generation for campaign targeting. Their services have been used in many marketing and political campaigns. Their product would be useful in targeted Social Media campaigns. Their services will be used to control outreach across social media with microtargeted marketing campaigns.

**Komplytics LLC** - A local Louisville company with a focus on advanced data science techniques with over 30+ years of experience in many diverse fields. We have experience in back end development, data products and advanced machine learning. Their efforts will focus on internal and external data ingestion, data combination, database design, voter segmentation and custom messaging recommendations to drive voter mix in favor of revenue increases

**TeeMarie Consulting**, JCPS College Bound Advisor, JCPS Parent, JCPS TaxPayer, Marketing Professional, Social Media Manager

“Proficiency with managing multiple clients and projects, process and methodology”

As the district’s account executive, all projects will be managed and overseen by Gay Adelman, a 30-year marketing professional having extensive experience with project management, across multiple media platforms and timelines.

Digital Promotions utilizes Printavo software to log each project that comes into our shop, and to assign and track aging and questions around tasks. Our locally run in-house production team is capable of scaling to meet spikes in demand from multiple customers. We manage hundreds of different projects from dozens of customers on any given week, and our turnkey projects are often completed ahead of schedule.

“8 previous work samples in education category”

### **Winter Coat Connection for Louisville PTO**

Our organization assisted the Louisville PTO with the development and promotion of its first annual Winter Coat Connection. This campaign consisted of partnering with Highland Cleaners to serve as a drop off location for new and gently used coats. We designed and printed posters and postcards for the organization, as well as installation of signage for the drop off bins at each of the cleaners locations. We also provided postcards for FRYSCs who were interested in sending information home with families letting them know to contact their FRYSC if anyone in their family is in need of a winter coat. Louisville PTO received over 200 new and gently used coats and is in the process of fulfilling requests from FRYSCs as they come in. Digital Promotions also embroiders school crests and logos on scarves and coats to promote school spirit and sense of belonging for our most vulnerable students. **Sample marketing card enclosed.**

### **Save Our Schools Kentucky - #StopChartersInKY #StopVouchersInKY**

What began as a hashtag quickly became the driving visual for Save Our Schools KY, a coalition of organizations dedicated to preventing the privatization of public schools via charter schools and vouchers. The bright red stop sign with the hashtag prominently displayed became tshirts, decals, memes, postcards,

buttons and protest signs. With charter school legislation moving quickly through legislature, Digital Promotions produced these high-quality materials designed by Gay Adelman on demand, at a low cost and quick turnaround. Gay also designed and Digital Promotions produced other collateral, t-shirts, postcards, buttons, and more featuring “road sign” graphics including their logo (crosswalk sign), event banners (interstate sign), and #FullyFundEd (speed limit sign). Their forward-thinking campaigns have been instrumental in changing the narrative around charter schools and the push to fully fund public schools throughout the state. **Sample postcard enclosed.**

### **An Evening with Diane Ravitch**

Gay Adelman invited Diane Ravitch and Jitu Brown to Louisville for a public event prior to their appearance at the NPE conference in Indianapolis. They agreed to speak to our community about the threats to our public schools for no cost other than for Save Our Schools KY to cover their travel expenses. Digital Promotions created and produced numerous banners, posters, postcards, t-shirts, buttons and handouts promoting the event. They also produced the color-coded tickets that were distributed to the sponsoring organizations to share with their members or audiences.



### **Words Matter T-shirts**

Upon request from the Newburg school principal to design a shirt that showcased important words that the students and their teachers had identified as “Words that Matter,” Gay created the enclosed Words Matter t-shirt. The shirt featured a

custom-made giant “N” on the back that contained all of the words that were identified. The front had a thought bubble containing the words “At Newburg Middle ... Words Matter.” The shirts were printed in-house by Digital Promotions. The shirts and the message were so successful, the story was covered by several local news channels and on the JCPS YouTube channel: [https://www.youtube.com/watch?v=ewXvMz\\_39\\_0](https://www.youtube.com/watch?v=ewXvMz_39_0). **Sample enclosed.**



### **“Sorry We Missed You” Cards**

Also as a request from Newburg school principal to design a “leave behind” door hanger for when their home school coordinator visits a home to find no one there. A sample from another JCPS school was provided but it lacked imagination. Gay visited the school’s website and pulled down a list of services provided by the school’s resource center and combined it with photos taken from the school’s and principal’s Twitter pages and made this collage that was very well received by the school administration. **See sample enclosed.**

## Online School Fundraisers and Spirit Wear

School spirit wear promotes positive school culture and climate and a sense of belonging for student communities. Digital Promotions has been helping individual schools, PTAs, bands, choirs, sports teams and more design and produce school spirit wear for many years. Samples of some of the custom design work we have done for Newburg Middle School is below.



We also recently launched online store capabilities and have been grateful for the opportunity to help many entities that may not have been able to fundraise easily with no-cost, no-risk fundraisers. Digital Promotions creates the mockups of the items for sale, publishes them on an online store, collects the funds, orders and manages the inventory, adds artwork, embroidery and personalization, and delivers the items to school or to the individual. At the end of the fundraiser, we also send a check to the school for the amounts they raised. **See the enclosed flyer marketing the Carrithers Band Online Fundraiser store.**

### “Vote Like Your Kids Go To School Here” Yard Signs

Revamping the “Drive Like Your Kids Live Here” signs seen in many child-filled neighborhoods, the “Vote Like Your Kids Go To School Here” were a popular item at the Evening with Diane Ravitch event. Signs were also sold online as a

fundraiser to help pay for the event, and the Save Our Schools KY volunteers delivered and placed the signs in the yards and across the road from schools that also served as election locations ahead of the 2018 election. A similar strategy would be employed for the November election. Mock-ups of proposed yard signs, t-shirts and other campaign ideas can be viewed at [www.ilovejcps.com](http://www.ilovejcps.com).

“Previous sample work in non-profit, public service, philanthropic and healthcare/medical services”

### **ServeLouisville**

By partnering with Louisville Fuller Center for Housing and various local churches, CrossRoads Missions works to provide affordable housing in key underserved neighborhoods throughout the city.

CrossRoads Missions team coordinates construction projects and volunteer participation to remodel existing homes and rebuild homes on previously condemned lots. **See brochure enclosed.**

### **CrossRoads Missions**

15,000+ volunteers in community service to help build framed homes for 100 families annually nationwide. Medical missions training nurses, PAs and professionals to use skills in service of community. Education missions include building schools. **See brochure enclosed.**

“Understanding desired outcomes and displays creativity and imagination”

Several examples above, including the Words Matter t-shirts, yard signs and door hangers demonstrate creative and imaginative ways we set out to achieve the



goals that were set forth by the district and those who support our public schools. Our proposal includes tshirts, yard signs and door hangers at appropriate junctures in the campaign.

Generating community support and buy-in is critical to the support of this campaign. Our team shows creativity with the development of the “It Takes A Village” theme, which plays on the nickname the ‘Ville, as Louisville is commonly referred to. The reflection of the fleur de lis cut-out in the “I Heart JCPS” logo and merchandise carries this theme throughout.

Our team is also working on an idea for a student-led play that would reveal the true challenges students in our district face, followed by a panel discussion on the topic. Similar to the play, “Water by the Spoonful,” which is successfully helping communities understand the benefits of needle-exchange programs, our play would help explain the need for raising revenue and shifting resources in our district in order to accomplish the necessary goals that can make the difference in these students’ lives. We don’t have a budget allocation in our proposal for this idea, but we are hoping that we can get volunteers and sponsors to assist.

“Agency's overall strategic marketing philosophy (include work samples)”

Our philosophy at Digital Promotions is to understand the needs and goals of the client and to find the best solutions at the best price. Our primary focus is on developing solutions that are consistent with the customers' desired brand. As an account executive with Digital Promotions, Gay Adelman brings 30+ years as a marketing professional in various markets including Dallas, Fort Wayne, New Jersey and Louisville, to offer turn-key marketing services from strategy, messaging, design through to implementation. Her emphasis on working with nonprofits throughout her career has made her cost-conscious with her clients' money, always looking for ways to get time and talent donated or stretched in order to maximize their budget. This project will be no different, and as a locally owned and operated small business in J-Town, Digital Promotions offers the quality, turnaround, scalability and cost-effectiveness she demands for her clients. All of the sample materials provided in today’s envelope were designed and produced by Digital Promotions.

“Anticipated problems and means for overcoming them”

Anticipated problems include communicating a considerable amount of complex information to a wide variety of audiences into a short time window. To overcome these challenges, we’ve assembled an experienced team with existing community contacts, knowledge and understanding, equipped to hone the ideal talking points, networks and distribution channels in a compressed fashion.

Another anticipated problem is fierce objection to revenue raising measures, especially those involving tax increases. Due to our experience advocating in the community already, these are hurdles we’ve already been facing, but we’ve been doing so with volunteers donating their time and talent, as well as making their own out of pocket expenses. Having a budget that allows us to use broader communication channels to get our messages out and to compensate for our members’ time and expenses will allow us to accomplish infinitely more.

The diverse range of opinions about the district’s ability to spend taxpayer funds properly, as well as lack of knowledge about the district’s tax increase history, presents another anticipated problem. Much of this is due to misinformation. Having prepared materials and talking points and strategies ready to counter the misinformation, such as the fact that prior to 2018, the district had not voted to raise taxes in five years. A portion of the budget will be allocated to messaging and channels that will most effectively counter disinformation campaigns orchestrated by groups who seek to undermine efforts to fully fund our public schools.

Another anticipated problem is the level of engagement of many different segments of our target audience, including:

- Disinterested: 70% of families have no children in JCPS.
- Disenfranchised: families whose children have not been adequately served by JCPS, but have no other choice but to send them there
- Detractors: individuals and groups who have been influenced by conflicting agendas, such as those who would receive benefit from any diversion of funds from the district.



These groups will be more difficult to reach. For the disconnected, a high-visibility campaign consisting of outdoor media, digital, radio, TV and newspaper ads conveying a positive and supportive theme will be critical. For the disenfranchised, an authentic grassroots campaign that involves door to door canvassing, as well as our campaign goals being embraced early by organizations and leaders representing the affected communities. This work is already underway. For the detractors, our campaign team will vigilantly monitor and respond to attempts to derail public education fundraising efforts, via social media, letters to the editor, press releases and events.

#### “Process and methodology for measurement of ROI”

The most obvious measurement for ROI is the amount raised at the end of the campaign, divided by the cost to implement it. However, we believe the returns on the campaign in our proposal carry so much more intrinsic value and compounding effects than what can be measured on a spreadsheet. Our team will tabulate baseline data prior to start of the project using existing tax and revenue schedules, and the most fundamental ROI will be calculated based on any additional revenue measure approved by voters.

An additional measure of goodwill could be tallied using surveys, such as the Comprehensive School Survey, one-on-one conversations, social media sentiment metrics, future surveys, or other formal and informal measurements. Throughout the project, our team will revisit these tools and solicit new responses to identify effectiveness of our messaging, audience segmentation and communication channels, and adjust as necessary.

Throughout the campaign, as well as once the project has concluded, the value of the funds raised from various sources, as well as resources and commitments made, and goodwill from the community for future quests, are tallied and divided by the cost of the project to determine the ROI and future merit.

The district has identified a billion dollar need in facilities improvements alone. Costs to implement mental health counselors, smaller class sizes, early childhood education, interventions and supports for behavior, trauma and disability, police free schools, restorative practices, recruit and retain quality

teachers, and the myriad other programs needed to jumpstart the invest/divest game plan are difficult if not impossible to measure. A goal to raise commitments of this magnitude, spread out over a timeline such as the next decade, may seem lofty. But the consequence of not raising these necessary funds will cost considerably more. Therefore, the true numerator in ROI is not simply the funds and resources raised and committed to, but the cost savings of investing in our youth and community, savings on our judicial systems and jails, economic and employment gains, companies and families relocating to our community to seek our public schools that offer choice, diversity and free from devastating effects of education reform.

Due to the increased attention, both locally and nationally, toward teacher- and grassroots-led education reform, the time is right for a properly framed and strategically conducted campaign. Furthermore, if Kentucky taxpayers continue to be successful at staving off the damaging effects of charter schools and scholarship tax credits, Jefferson County will soon become a highly sought-after destination, offering job-seekers and their employers access to an urban school district that successfully achieves choice, diversity and equity, prompting job growth, expansion and development, as well as rising property values. The return on investment in these terms is immeasurable.

“Cost Effectiveness” - See attached rate sheet



## RATE CARD OF FEES AND SERVICES

Fees below are based on volumes anticipated in the attached JCPS Board of Education Marketing and PR Support Proposal.

### Campaign Collateral Fees

3' x 6' Vinyl Banners with Grommets	\$50 each
Vinyl Signs & Pop Up Displays	\$2.79 per square foot
Window Decals	\$0.39 each
Door Hangers	\$0.09 each
Yard Signs	\$5.99 each
Sublimated Buttons	\$0.37 per item
Embroidered Polos	\$13.50 per item
Screen printed Tshirts	\$6.99 each
Magnets	\$0.59 each

### Hourly fees

Marketing and PR Consulting	\$50-75/hour
Data analysis	\$150/hour
Financial Analysis and Forecasting	\$285/hour
Legal Review of Materials	\$250/hour
Video production and editing	\$75/hour
Graphic Design	\$35/hour
Social Media management	\$35/hour
Media Buying and Scheduling	\$45/hour
Canvassing/Event coordination/ administrative work	\$15/hour

When feasible, district personnel and the district's own Materials Production will be invited to perform some of these duties to reduce overall costs to taxpayers.

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