



PROPOSAL

Re-branding & Marketing Campaign

for the Association for Student Judicial Affairs

Submitted
August 4, 2008



DUNS Number • 78-376-5373

Tax ID Number • 54-1506157

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PCI COMMUNICATIONS, INC.



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I. INTRODUCTION

The Association for Student Judicial Affairs is working to expand its reach, broaden its relevance, and ensure that it is poised to continue to offer value in a changing higher education environment. In recognition of this, the membership recently voted to change the organization's name to the Association of Student Conduct Administration.

Simply to keep current with the name change, the ASJA needs a new logo and new marketing materials. It is crucial, however, that the ASJA achieve more than just an attractive new look. The ASJA is seeking re-branding in the fullest sense of the word – where there is a re-definition, clarification, and improvement of the relationship between the ASJA and its stakeholders.

This is a challenge for any entity. It is even more of a challenge for an organization like the ASJA, which is a not-for-profit on a finite budget that operates in a specific and not widely known or understood field. For these reasons the ASJA needs more than a design firm or consultant – it needs a *true communications partner* that will adopt its goals, become an extension of its team, and deliver marketing and branding services that make a material difference in ASJA's success.

That partner is PCI Communications.

PCI is highly creative, thoroughly experienced in marketing and branding for not-for-profit organizations, and well-versed in both online and traditional media. PCI has all the required expertise in-house, so that the ASJA need not manage multiple providers or risk a mismatch between strategy and tactic. PCI has served as a resource for such well-known associations as ASAE & The Center, Associated Builders and Contractors, the National Biodiesel Board, and the Institute of International Finance as well as associations concerned with higher education such as the Association of Community College Trustees, American Association of Medical Colleges, and National Society of Collegiate Scholars.

PCI is pleased to be considered as a provider of branding and marketing services for the Association for Student Judicial Affairs.

II. CORPORATE QUALIFICATIONS

- PCI Communications is a leading provider of branding and marketing services including, but not limited to, stakeholder research, brand strategy, marketing communications, graphic design, website design, magazine design, and public relations.



- PCI Communications has strong experience in the not-for-profit sector, with in-depth understanding of the challenges and opportunities facing associations in today's environment.
- PCI also has extensive experience in the commercial and government sectors, and can call upon best practices from all three arenas in its work for ASJA.
- PCI's has all the required experience and skill in its full-time branding, marketing, and communications staff – ensuring that no vital client knowledge can be "lost in translation" between freelancers, subcontractors, or partners.
- PCI has served multiple associations looking to retain current members and attract new members, and provided quantifiable results.
- PCI has spearheaded the redesign and modernization of association and non-association websites.
- PCI has provided consulting and marketing services for advanced online marketing including web 2.0 analysis, use of social networks and viral marketing, webcasts, podcasts, blogs, electronic publications, and online advertising.
- Though PCI does not have specific experience in judicial affairs, PCI has relevant experience that includes service to higher education-related associations such as the Association of Community College Trustees, American Association of Medical Colleges, and National Society of Collegiate Scholars; long-term partnerships and service to national law firms; and significant experience with university-based healthcare organizations such as Shands at the University of Florida and Montefiore Medical Center in New York.

III. PARTIAL CLIENT LIST

- American Academy of Medical Colleges (AAMC)
- American Association of Museums (AAM)
- American College of Cardiology (ACC)
- American College of Foot and Ankle Surgeons (ACFAS)
- American Counseling Association (ACA)
- American Industrial Hygiene Association (AIHA)
- American Society for Gastrointestinal Endoscopy (ASGE)
- American Society of Healthcare Risk Management (ASHRM)



- ASAE & The Center for Association Leadership
- Assisted Living Federation of America (ALFA)
- Associated Builders and Contractors (ABC)
- Associated Road and Transportation Builders Association (ARTBA)
- Association of Community College Trustees (ACCT)
- BioCom
- BoatU.S.
- Coalition for Affordable Quality Healthcare
- Destination Management Association International (DMAI)
- Institute of International Finance
- International Financial Services Association (IFSA)
- Mechanical Contractors Association of America (MCAA)
- Michigan Association of Realtors
- National Association of Professional Background Screeners
- National Biodiesel Board
- National Institute of Labor Relations Research
- National Investment Company Service Association (NICSA)
- National Safe Boating Council
- National Society of Collegiate Scholars
- New Jersey Academy of Family Physicians
- NPES the Association for Suppliers of Printing, Publishing and Converting Technologies
- Recreational Vehicle Industry Association (RVIA)
- School Nutrition Association
- Society for Human Resource Management
- U.S. Chamber of Commerce



IV. PROJECT APPROACH

Immediately upon contract award, PCI will do two things: first, work with ASJA to establish a date for a kickoff meeting and initial input session, and second, initiate a project in our Online Client Site.

The initial meeting will serve to begin the process of information gathering, establish project goals, introduce key players, and agree on project protocols. The meeting could be conducted via conference call, although PCI finds considerable value in face-to-face interchange and would be happy to go to Texas or welcome ASJA staff to our Alexandria VA headquarters.

The Online Client Site will serve as a central point for exchange of information throughout the project. It allows joint calendaring, messaging, exchange of files, archiving, whiteboarding, and even chat. The Online Client Site will allow ASJA to monitor progress, easily locate files, and communicate with the PCI team in a collaborative environment. The Online Client Site serves, therefore, as a constant and up-to-date report on progress; however, PCI – as a government contractor – is accustomed to providing weekly, monthly, or ad hoc progress reports to ASJA's specifications.

The screenshot shows a web dashboard for a project titled "10 Association for Student Judicial Affairs (ASJA) Proposal". The interface includes a navigation bar with tabs for Overview, Messages, To-Do, Milestones, Writeboards, Chat, Time, and Files. A sidebar on the right contains the PCI logo, an RSS feed link, and a list of project participants including Danielle Whelton, Chris Albert, and Billye Potts. The main content area, titled "Project overview & activity", features an "Upcoming Milestones" calendar for August 2008, with a highlighted event for "10 ASJA Proposal due, SPM electronically" on August 4th. Below the calendar is a list of recent activity, including messages, comments, file uploads, and to-do items, with their respective dates and assignees.

Figure 1: Sample Online Client Site Dashboard



IV.1. Marketing & Business Plan Development

PCI employs a flexible six-part process in developing marketing and business plans. The process consists of Baselineing, Internal Stakeholder Research, Development of Stimuli, External Stakeholder Research, Analysis and Ideation, and Finalization. This work will be delivered by PCI's full-time branding and marketing strategists.

PCI strongly believes in the value of conducting primary research with stakeholders, both internal and external to the staff of a not-for-profit organization. Only through such research are the insights, subtleties, and predispositions of target audiences revealed in ways that ensure that communications plans, branding elements, and marketing materials provide optimum value. PCI wishes to stay within ASJA's desired budget – therefore a creative approach to gathering stakeholder research will be required.

Baselineing – PCI will begin by studying, in detail, current and past marketing and branding materials supplied by ASJA. These may include the public website, brochures, educational offerings, event marketing materials, mission statements, and any other tangible product that has been used to express the ASJA brand in the recent past. PCI will use this study to gain a baseline understanding of how ASJA has portrayed itself to various constituencies, and form some initial impressions to be tested with staff. PCI will also study ASJA's Strategic Plan in detail to gain maximum understanding of how the Marketing & Business Plan is meant to complement its objectives and goals.

Internal Stakeholder Research – PCI will meet or conduct individual telephone interviews with key executives and volunteer leadership. PCI will work to learn what the organization's goals and challenges are, what has been valuable about past branding and marketing, what the volunteer and staff leadership believes can be improved, what constituencies the organization serves, where areas of growth are seen, what outcomes are desired for the branding and marketing initiative, and any other form of input the leadership can provide. These meetings will give PCI a deeper understanding of what ASJA hopes to accomplish through its re-branding and marketing efforts.

Development of Stimuli – On the basis of the initial research, PCI will develop "stimuli" – several sample logos, tag lines, and marketing collateral designs that can be used for testing with stakeholders. These "stimuli" are not necessarily final designs (although a "winner" can certainly emerge) but are instead intended to stimulate positive and negative reactions during the external stakeholder research phase.

External Stakeholder Research – If budget allows, PCI will conduct up to four focus groups with members and other stakeholders, with up to 12 participants in each group. An ideal venue to conduct such research is during a conference, where a diverse group of members are already gathered in one place; depending upon timing of the project,



ASJA's annual conference in February 2009 is a possible site. Another substitute would be to invite members from one area – such as Washington, DC, where focus groups could be held at PCI's headquarters – to participate. PCI will develop a focus group instrument, conduct the focus groups, present the stimuli for response and reaction, and record the results.

Analysis and Ideation – PCI will analyze all research and develop the key ideas, language, and tactics to achieve ASJA's goals for member renewal and recruitment.

Finalization – PCI will develop a Marketing & Business Plan for ASJA. The Plan will contain a situation analysis, an analysis of key target audiences (constituents and members), proposed key messages, vehicles and channels, and roles and responsibilities. Emphasis in the Plan will be action: what behaviors ASJA wants on the part of each of its constituents, and what must be done – within practical resource and budget constraints – to engage each important stakeholder group.

IV.2. Identity Package

The visual representation of ASJA's brand and new name, together, can be considered an "identity package." The strategies and directions outlined in the Marketing and Business Plan will provide a firm foundation for the development of an identity package that contributes materially to ASJA's renewal and recruitment goals.

PCI's talented graphic artists will work closely with the marketing and branding strategy team to ensure that identity package materials not only meet all industry standards but also enjoy total fidelity to the brand attributes developed in the Marketing and Business Plan.

The deliverables will include:

- *a new logo for ASJA:* A dynamic and contemporary visual representation of the organization that represents the organization and its value proposition and is effective in print, online, video, color, and B&W, at various sizes and resolutions.
- *a style guide:* A set of standards for proper use of the logo and associated colors, fonts, and graphic elements to maintain brand integrity.
- *identity materials:* Designs and printer-ready files for complementary letterhead, envelopes, business cards, and notepads.
- *communications templates:* For newsletter, brochure, and flyer.



- *initial marketing collateral:* A brochure or similar piece, including copywriting, design, and printer-ready file.
- *web-ready art:* The logo and graphic elements suitable for use on ASJA web pages.

IV.3. Website Analysis

PCI's marketing strategists and web team will provide an analysis of asjaonline.org. Analysis will fall into three broad categories: Technical/Functionality, Editorial, and Graphic Design.

Important to the analysis of the Technical/Functionality aspects of the site will be an analysis of its applicability to extensible hypertext (XHTML) and semantic markup – the underlying structure, or information architecture that is essential to the ease of use, search engine optimization, and page loading speed of the site. PCI will also examine the Navigation scheme present on the site, and assess its fidelity to the branding and use patterns of ASJA stakeholders.

In looking at the Editorial content of the site, PCI will evaluate the value of the information to stakeholders, the currency, and the appropriateness of the writing style to contemporary web behavior. Finally, PCI's web team will assess the Graphic Design of the site and how it serves – or fails to serve – ASJA's most valuable users.

PCI will summarize its findings and recommendations in a Website Redevelopment Plan.

IV.4. Initial Marketing Efforts

PCI would be pleased to assist ASJA with the implementation of more extensive campaigns involving paid placements, it will provide the following initial marketing elements as a part of this program:

Wikipedia page – ASJA appears to have no entry in Wikipedia – a glaring omission, since Wikipedia entries are appearing higher and higher in search engine rankings. Although it is not possible to "place" a Wikipedia entry, PCI has succeeded in initiating Wikipedia entries for several other associations.

Facebook page – Similarly, associations and other entities are expected to have a Facebook presence and the development of a Facebook network of "friends" assists both in search engine rankings and in member retention. PCI will create a Facebook page and provide strategies for improving rankings.

Yahoo Answers – an increasingly popular social site where consumers can post questions on any subject. This site can be artificially populated with questions related to student judicial affairs and student conduct, and then answered with suggestions to visit the asjaonline site.

E-mail reminders – PCI will develop three renewal reminders meant to be sent via e-mail as members near their renewal date. Though ASJA may currently employ e-mail reminders, these new versions will benefit from the research devoted to the development of the marketing and branding strategies.

V. REFERENCES

V.I. American Industrial Hygiene Association (AIHA)

Contact	Peter O'Neil
Title	Assistant Executive Director
Organization	American Industrial Hygiene Association
Address	2700 Prosperity Ave., Suite 250 Fairfax, VA 22031
Phone	703-846-0760
E-mail	poneil@aiha.org



Figure 2: Sample AIHA Graphics and Branding



The American Industrial Hygiene Association came to PCI for event production services – and found a communications powerhouse that could fill all of its creative needs: branding and identity, print and Web design...in addition to event production.

PCI began by creating a new logo for the organization. PCI's designers created the logo using the image of a hand and person to represent the organization's dedication to the human aspect of the profession and the hands-on experience each member has. The fingers also represent the five pillars on which AIHA was founded. Because AIHA also certifies industrial hygienists and has a laboratory accreditation program, PCI's graphic designers incorporated the checkmark, which also gives the image energy. The team created a graphics standards manual and created an identity package (including business cards, letterhead and envelopes, a fax cover page, and an invoice). AIHA was so pleased, the organization had PCI create a logo for two of its related entities, the Academy of Industrial Hygiene and American Industrial Hygiene Foundation.

The next project was to restructure and redesign AIHA's monthly magazine, *The Synergist*, making it more inviting and easier to find information. The existing publication had a very difficult-to-navigate structure and was dense with text. In addition, it lacked article hierarchy, the arrangement of jump pages gave it a disjointed feel, and each section was hard to discern from the next.

PCI completely restructured and redesigned the magazine, made it more inviting and easier to find information, gave it a logical flow, and ensured that it was extremely clear which of its recurring sections one was in via the use of color-coding and section mastheads. Design elements include bulleted lists, sidebar boxes, and tables to assist AIHA's busy members quickly find what they need.

The team then redesigned and restructured the association's Web site to make it more appealing, easier to navigate, and more accessible to those outside the industry.

Finally, PCI just completed producing the general sessions of AIHA's 2008 annual conference, including speaker graphics, video, and scripting. One of the goals of the conference was to introduce the findings of a study on the value of industrial hygienists in the workplace. The study is a positive one, so PCI produced testimonial vignettes incorporating interviews with business leaders who have seen tremendous benefit from their companies' industrial hygienists.



V.2. ASAE & The Center for Association Leadership

Contact	John H. Graham IV, CAE
Title	President and CEO
Organization	ASAE & The Center for Association Leadership
Address	1575 I Street, NW #1200 Washington DC 20005
Phone	202-626-2741
E-mail	jgraham@asaecenter.org



Figure 3: Sample ASAE & The Center Graphics

When ASAE & The Center partnered with PCI to launch the new flagship magazine, *Associations Now*, creativity was critical – not just for members of the two merging associations, but for advertisers as well.

PCI provided branded collateral items, media relations, banners, video product, giveaways, speeches, and direct mail for the launch. Our designers came up with a



modern, edgy look and feel that was visible in every component of the campaign. From the catchy headlines to the bold imagery, every piece was truly representative of the tagline of the new magazine: “Dynamic, Engaging, Insightful.”

Results of the program included a greater-than-predicted flow of advertising revenue for the magazine’s initial launch, and an increase in circulation of almost 10%.

In addition, PCI completely revolutionized ASAE & The Center’s Annual Conference when it began producing its general sessions in 2005. It infused the sessions with life by way of music, clever writing, quick yet effective transitions, and graphically compelling video. Since then, the team has provided a host of creative promotional print design, Web design, video production, and other event-related services for the annual meeting. ASAE & The Center also called on PCI for assistance with their annual Nation’s Capital Distinguished Speakers Series in 2005 and 2006. In order to promote the series to the right people at the right times, PCI studied and pinpointed audiences, developed messages appropriate for particular venues, selected creative communication tools that would deliver maximum value, and evaluated the success of those tools on a regular basis.

PCI writers and designers created eye-catching newspaper ads and posters, radio ads, and introductory videos and PowerPoint slides for each show. Each creative element featured highly customized headlines, body copy, graphics, and imagery.



V.3. National Biodiesel Board

Contact	Jenna Higgins-Rose
Title	Director, Communications
Organization	National Biodiesel Board
Address	3337A Emerald Lane Jefferson City MO 65110-4898
Phone	573-635-3893
E-mail	jhiggins@biodiesel.org



Figure 4: Sample NBB Graphics and Branding

The National Biodiesel Board (NBB) represents the burgeoning biodiesel fuel industry across the United States. The NBB, facing a unique set of challenges, has been working with PCI for the past two years to help promote the industry, establish its own brand and reputation in the field, and attract industry players to the organization's rapidly growing annual conference.

The NBB has a wide variety of target audiences as well. It represents industry players ranging from massive agribusinesses to mom-and-pop environmentalists – all of whom have much to contribute to the rapid growth and development of the biodiesel field.



In 2007 PCI pitched and delivered a powerful creative theme to guide the development of all show elements, including set, video, PowerPoint, entertainment, and general session flow. After the success of PCI’s production at the 2007 annual conference in San Antonio, NBB made the decision to contract PCI to produce the general sessions for its 2008, 2009, and 2010 annual conferences. In fact, PCI’s work so impressed NBB that the organization expanded the role PCI would have in the additional conferences, to include conference-related branding and marketing materials.

The branding elements associated with the 2008 conference held in Orlando included a new logo and the tagline “Navigating a changing landscape,” both of which were at the core of all materials relating to the conference. The branding of the 2009 event is already complete:

V.4. NPES

Contact	Ralph Nappi
Title	President
Organization	NPES the Association for Suppliers of Printing, Publishing and Converting Technologies
Address	1899 Preston White Drive Reston, VA 20191
Phone	703 264 7200 x227
E-mail	rnappi@npes.org



Figure 5: Sample NPES Graphics



Every four years, the Graphic Arts Show Company (under the auspices of NPES), has what is one of the largest printing-related trade shows in the world. PRINT 09, as the next one is called, will feature 17 acres of exhibition space catering to tens of thousands of attendees in Chicago's McCormick Place.

PCI is providing comprehensive services, from creating the six-day event's overall creative theme to branding and graphic design, writing, marketing and public relations, video, and even trade show booth design.

The team began by holding discussions with NPES and poring over materials from previous PRINT shows. After evaluating the input, PCI branded the show *myPRINT*, first to emphasize the type of customized short-run technology that PRINT 09 would show and second, to personalize the experience for attendees based on their market segment.

This includes pieces such as a "variable brochure" which will be tailored to the interests and needs of each segment. At the event, the personalization will be in full swing, to include the printing of on-the-fly custom exhibitor directories.

The team identified nine key audience segments, researched each, and came up with a human "icon" to represent each. PCI's graphics team came up with a bold CMYK-based logo, identity package, and exhibitor brochure. The "icons" will be used on the materials and at the event to easily identify attendees from each segment.

Upcoming tasks include the writing, design, and placement of advertisements in European markets; a brochure, schedule, map, and sponsor package; direct mail and e-mail blasts; media relations; a custom website user experience; and the creation of the variable brochure. PCI's video production staff has accumulated a great deal of footage including interviews and b-roll taken at predetermined international printing shows. From this they have completed a booth video for NPES staff to display at other shows and will use the material for future videos, webisodes, and the creation of a video and still library.



V.5. School Nutrition Association

Contact	Ellen Wilson
Title	Director of Membership and Affiliate Services
Organization	School Nutrition Association
Address	700 S. Washington Street, Suite 300 Alexandria, VA 22314-4287
Phone	703 739 3900 x 119
E-mail	ewilson@schoolnutrition.org



Figure 6: Sample SNA Graphics

The School Nutrition Association (SNA), a non-profit organization dedicated to advancing the availability and quality of K-12 nutrition programs. It is one of the largest organizations representing the school nutrition profession, a recognized source of expertise for childhood nutrition, and a great proponent of school breakfasts.

The SNA looked to PCI to help improve member recruitment, boost member retention, and further the school nutrition profession. The SNA had many target audiences in mind: the general public, policymakers, media, school boards and superintendents, parents, children, non-members in the school nutrition profession, and its own membership of school nutrition directors, managers, and employees.



Among PCI's services to the SNA have been the production of a print brochure and folder, a highly successful documentary-style video, and their 2008 Annual National Conference.

PCI designed, wrote, and oversaw the printing of a four-panel membership brochure (8 1/2 x 3 3/4" when folded) and an accompanying oversized folder. PCI was tasked with creating appealing items that still adhered to the association's existing materials branding guidelines. For the brochure, the team created a simple yet striking design that allows the eye to find relevant material immediately. Unlike the organization's existing folder, the appealing bright red one designed by PCI was made to accommodate SNA's existing 9 x 12" materials; the addition of a gusset allowed for the inclusion of the PCI-produced DVD housed in a clamshell case.

For the video, PCI had members discuss what the organization means to them, its benefits, and what it does on a higher level, both in terms of advocacy and that it positively impacts children's lives. The viewer's interest is sustained through the use of personal stories and footage of children eating nutritious meals with genuine smiles. As a result, the video successfully balances the "what's in it for me" with "it's good for the children," yet never comes across as sermonizing.

The recent Annual National Conference, held in Philadelphia, was a four-day event that brought together more than 6,800 attendees. PCI provided creative elements, speaker support graphics, and comprehensive audiovisual support.

VI. COMPANY HISTORY

PCI Communications, Inc. (PCI) is a premier provider of full-spectrum communication strategies and services. In business since 1985, PCI now has a tight, efficient structure of 35 full-time employees in its Alexandria, VA headquarters and New York City regional office.

PCI provides a wide variety of strategic and tactical marketing services primarily through in-house staff. These services include research, analysis, and communication strategy, project planning, management, and administration, facilitation of strategic planning and message development, creative concept development, message testing, copywriting and editing, graphic design for print and electronic media, print production coordination (pre- and post-press), exhibits, website design and structure, content development, HTML programming, and maintenance, Flash and JavaScript, video and film production, multimedia design and programming, DVD and CD-ROM production, live event staging, media buying, public and media relations, coalition building, and communication program evaluation.



Most of PCI's projects are multifaceted integrated marketing campaigns. In addition to prominent associations such as the American Society of Association Executives, the National Biodiesel Board, Associated Builders and Contractors, and the School Nutrition Association, PCI has been a resource for national household names like the U.S. Coast Guard, the National Transportation Safety Board, the U.S. Department of Commerce, Fannie Mae, JP Morgan Chase, Merck, Pfizer, NASDAQ, and Standard & Poor's.

PCI is the right size—neither too small, where capabilities are limited and work must be farmed out to subcontractors of uncertain quality, nor too large, where clients are lost in the shuffle. PCI has the equipment, knowledge, and experience to provide consistent high quality and seamless interchange of information with any client.

PCI is an active member of ASAE & The Center and the Society for Human Resource Management.

VII. KEY STAFF

Primary point-of-contact for ASJA will be Josh Golden, Senior Project Manager. Other staff qualifications and experience appears below.

VII.1. Josh Golden, Senior Project Manager

Josh Golden believes in maintaining an environment that fosters both strategic thinking and creativity, and fills a key role at PCI in marketing, promotional, training, outreach, and other projects, as well as in business and team development. As a senior leader on client accounts, Josh leads an experienced, energetic and collaborative group of professionals, leveraging the best creative ideas and facilitating product delivery.

Josh recently oversaw the complete redesign of AIHA's monthly magazine, *The Synergist*, and is coordinating the creative and technical aspects involved in overhauling the association's Web site. He has also been serving as project manager for two Takeda Pharmaceuticals North America projects, one for its Managed Markets division and another for its Patient Assistance Program. Deliverables for the former have included strategic reports on branding, tag lines, and graphics. For the latter, Josh oversaw the writing and design of a brochure and Web site. He was responsible for the flawless casting and staging of three days' of general sessions for ASAE & The Center for Association Leadership's annual conference. A 15-person cast performed PCI-written musical numbers relating to the conference theme.

Josh began his career coordinating workshops, rehearsals, and script development for the Manhattan Theater Club, then moved on to write and direct "Voices of History," a



touring, interactive, living history program, and “Mets Zone,” a weekly children’s cable television show. He also served as head writer for U.S. Open Tennis.

VII.2. Carlos Oswaldo Acosta, Graphic Artist (Design)

With more than twenty-five years in design and communications, Carlos Acosta has developed a passion for creating extraordinary graphics that are executed flawlessly, can’t help but get noticed, and have a broad positive impact on the marketability of client brands.

Drawing upon instructor-level expertise in QuarkXpress, InDesign, Illustrator, Photoshop, PowerPoint, Keynote, and other programs, he creates, plans, and manages large print projects across all media, including corporate identity, advertising, annual reports, direct mail, websites, and brand development. His lengthy list of clients includes the U.S. Coast Guard, American Dental Association, Pfizer, National Safe Boating Council Department of Homeland Security, American Industrial Hygiene Association, Edison Electric Institute, and many, many others.

Before joining PCI Communications in early 2008, Carlos was a Senior Graphic Designer with Viva Creative of Rockville, Maryland, where he designed logos, websites, newsletters, four-color magazines, advertising, brochures, event support materials, and other creative for large corporate clients, including Avaya. Over the years, he has also served as Art Director for graphic design firms, including ATA Graphics, Darby Graphics, and Westland Enterprises.

Carlos Acosta holds a Bachelor of Arts Degree in Graphic Design from the Central University of Ecuador, and took an additional two years of coursework in Advertising Design at Montgomery College.

VII.3. Chris Albert, Account Executive Business Development

Chris Albert has worked as a media professional for nearly 20 years. At PCI Communications he manages client relationships with leading industry, not-for-profit, and association clients including Janssen-Ortho McNeil, Takeda Pharmaceuticals, the National Biodiesel Board, the International Financial Services Association, the National Institutes of Health, and the General Services Administration.

As a Recording Engineer early in his career, Chris had the opportunity to work with a variety of musical artists, including Aerosmith, David Sanborn, James Taylor, Willie Nelson, and Bob Dylan. When the recording industry evolved into a home-based business with the advent of less costly equipment, Chris used his experience to become a Sales Representative at AMS-Neve, consulting on high-tech recording systems to sell



large-format digital audio consoles for recording studios and film post-production facilities.

From AMS, Chris made his move into the film and television industry as an Executive Producer for Shooting Gallery Film's Gun For Hire post-production facility. He managed film studio clients for Telecine Film Transfers and Film Editing, which enabled him to work on such Hollywood blockbusters as *Zoolander*, *Changing Lanes*, and *Unfaithful*.

Later, as a Sales Representative for New York's Ace Audiovisual, Chris designed and sold high-end AV systems for the conference rooms of some of New York's most reputable businesses. As high-definition video gained in popularity, Chris was beckoned back into post-production as an Executive Producer at the high-definition post facility Park Avenue Post. At Park Avenue, Chris managed accounts for Rainbow Media, Viacom, American Express, Metro North Railroad, United Nations Population Fund, and Fox Sports Network.

VII.4. Rachel E. Feldman, Writer/Strategist

Rachel's work has spanned the book and magazine industries; travel; law; construction, architecture, and real estate; consumer products; and even boating safety. Such diverse industries, and the variety of project types completed for each, has enabled Rachel to adapt quickly to – and delight in – each new communications challenge. She effectively portrays the subject in the appropriate manner to the specific audience using the style best suited to the medium.

At PCI, Rachel has written newsletters, bylined articles, and strategic messaging materials for the U.S. Coast Guard Office of Auxiliary and Boating Safety and the Department of Defense. For the Michigan Association of REALTORS®, she conducted a communications audit and a Web site audit, and an employee satisfaction assessment for Stamford Health System. For these reports, Rachel conducted interviews with executives and senior staff, and facilitated focus groups. Similar work is enabling her to help the PCI team create new brand messaging for Takeda Pharmaceuticals North America.

In addition, she has crafted video scripts for the non-profit Pan American Development Foundation and the National Investment Company Service Association. The letters she wrote to boost Avamere Health Service's 401(k) enrollment created a 20% increase in employee participation. She created a variety of sales pieces for Standard & Poor's; a Web site for the International Securities Association for Institutional Trade Communication; speeches for a gala honoring organizations that have excelled in furthering heart disease awareness; press materials for ASAE & The Center for



Association Leadership's Distinguished Speaker Series; and e-mail blasts to publicize a variety of corporate events.

Work done prior to joining the PCI team has included newsletters, advertisements, brochures, advertorials and articles, catalog copy, press releases, and fact sheets. Employers have included Tishman Realty & Construction, Debevoise & Plimpton, and Abbeville Publishing Group.

VII.5. Scot Getchonis, Graphic Designer

Scot is an enthusiastic, creative, and versatile designer adept at crafting a multitude of materials including brochures, direct mail pieces, logos and other corporate identity materials, Web layouts, print ads, and signage. He is skilled at creating items that are fresh and original, yet appropriate for each client's image.

At PCI, Scot has contributed design, production, photo illustrations and correction, speaker support graphics, and a variety of other services for PCI's government, association, and corporate clientele. He created logo concepts for the American Industrial Hygiene Association and played an instrumental role in creating a new template for its monthly magazine, *The Synergist*. As part of a rebranding program PCI is performing for Takeda's Managed Markets group, Scot is creating a graphic look and feel that will appeal directly to Takeda's busy Managed Markets customers.

After creating a logo and PowerPoint presentation for the National Biodiesel Board's 2008 conference (the latter of which is serving as the backdrop for the conference), Scot has begun creating the 2009 conference's collateral materials.

Prior to joining the PCI team, Scot worked at several ad agencies, for which he designed brochures, print ads, corporate logos, technical illustrations, Web page layout, and created photo illustrations and color corrected high-resolution images for print – all while under tight deadlines. His wide range of clients included major clothing manufacturers and several sailing and boating companies.

VII.6. Linda Lam, Senior Graphic Artist

Linda Lam has been producing award-winning visual communications for the last 11 years. She has worked on projects through the creative spectrum, including corporate identity, advertising, annual reports, direct mail, consumer merchandise, booths and other conference environments, and brand development. Her ability to create striking designs is equal to her conceptual ability – allowing her to create individual pieces and identities that are not only attractive but strike home to all kinds of target audiences.



At PCI Linda spearheads the graphics team as it develops a wide variety of media for corporate, association, and government clients. Clients for which she has provided branding include the American Industrial Hygiene Association, The Graphic Arts Show Company, Shands Healthcare, and the National Society of Collegiate Scholars. Her work for the AIHA has included three logos, an accompanying identity system, and an exhibition booth. She has designed a number of items for the U.S. Coast Guard Office of Auxiliary and Boating Safety, careful to conform to the military branch's style guide. In addition, she designed an educational flip chart and related handouts to be used by those who boat renters. For this project, Linda created accompanying iconic images by which certain safety principles and warnings will now be known.

She has also created brochures for Takeda Pharmaceuticals North America, posters for ASAE & The Center for Association Leadership, and a variety of collateral materials Fannie Mae and the Department of Defense. Other projects have included designing the cover of the National Transportation Safety Board's introductory brochure, e-mail blasts publicizing conferences for clients such as the International Securities Association for Institutional Trade Communication and the International Financial Services Association, and the cover for the quarterly journal Tollways, on behalf of the International Bridge, Tunnel and Turnpike Association.

While Associate Art Director at Blattner Brunner, an advertising agency, Linda designed a membership card program campaign for AARP, a CD-ROM and related marketing materials for AOL, and direct marketing items for CapitalOne. Linda created the ubiquitous D.C. Chamber of Commerce logo and designed its instantly recognizable "Tourist Information Mobile," a brightly painted vintage trolley filled with city information that travels to street festivals and area attractions.

As a Graphic Designer at Supon Design Group, Linda spearheaded the marketing campaign of Washington Metropolitan Area Transit Authority's MetroArts program, for which she won an award from the Ad Club of Metropolitan Washington.

VII.7. Jennifer Matta, Public Relations Coordinator

Jennifer Matta's multi-faceted marketing and media relations skills make her a valuable asset to PCI's many government, non-profit, and corporate clients, including the United States Coast Guard, National Safe Boating Council, and U.S. Department of Homeland Security, among others.

With a proactive style and dedication to the development of innovative strategies, Jennifer works on national and regional campaigns designed to educate targeted companies and organizations, as well as the general public, on various safety initiatives. She prepares communications plans and comprehensive reports, handles media relations pitches stories, conducts market research, and assists in coalition building and



community outreach. She also provides support for events, special promotions, and webinars; writes press releases, PSAs, and feature articles; and meets with clients to discuss strategy and provide project updates.

Prior to joining PCI, Jennifer held communications positions at the World Bank and United Nations, where she launched corporate communications products, prepared briefing materials, organized press conferences/teleconferences, tracked media, supervised the broadcast technical team, handled events planning and annual meetings, and developed and maintained databases of media, embassies, internal experts, civil societies, and parliamentarians. At both the World Bank and the UN, she was recognized with awards for her high-level relationship building and liaison communications work.

VII.8. Robert W. Sprague, Senior Vice President & CSO

Bob Sprague is a senior communications strategist and a talented writer, speaker, and consultant. He has been called upon for his expertise in marketing, public relations, and organizational communications by the leaders of Fortune 500 corporations, prominent not-for-profit organizations, and government agencies. The CEOs of Fannie Mae, First Union/Wachovia, ASAE & The Center for Association Leadership, and the Society for Human Resource Management are among those who have called upon Bob for his strategic abilities and command of the language.

As co-founder and Senior Vice President of PCI Communications, Bob helps to set the direction of one of the nation's most unique and respected providers of communication strategies and solutions. His ideas and words are an integral part of the integrated marketing, public relations, video, event, web, interactive, print, and training design that PCI supplies to clients including JPMorgan Chase, NASDAQ, Takeda Pharmaceuticals, the National Society of Collegiate Scholars, BoatU.S., the United States Coast Guard, the National Transportation Safety Board, and the Department of Defense.

He is author of articles in national publications on such topics as auditing organizational communications, building management teams through more effective communications, and evaluating the ROI of communications.

Bob's original background was music. He traveled throughout the country and the world as a music director and keyboardist. His film scores and music for advertising were heard on national productions for McDonalds, Subaru, the United Way, and The American Red Cross. Bob is also a community theater veteran, having served as Music Director and pianist for Washington's Hexagon Show, Street 70, and Silver Spring Stage among others.



VIII. ESTIMATED BUDGET

VIII.1. Fee Structure

PCI's relevant commercial prices include:

Principal	\$375.00	hr
Principal Strategist.....	\$315.00	hr
VP Marketing Communications.....	\$240.00	hr
Senior Writer/Strategist	\$240.00	hr
Writer Strategist II.....	\$180.00	hr
Writer Strategist I.....	\$140.00	hr
PR Director	\$210.00	hr
Public Relations Coordinator	\$140.00	hr
Public Relations Manager II.....	\$135.00	hr
Public Relations Manager I.....	\$105.00	hr
Media Specialist II.....	\$100.00	hr
Media Specialist I.....	\$80.00	hr
Copy Editor	\$90.00	hr
Director Project Management.....	\$180.00	hr
Project Manager III	\$160.00	hr
Project Manager II	\$145.00	hr
Project Manager I	\$130.00	hr
Graphic Designer III.....	\$150.00	hr
Graphic Designer II.....	\$135.00	hr
Graphic Designer I.....	\$110.00	hr
Web Designer II	\$140.00	hr
Web Designer I.....	\$125.00	hr
Web Programmer II.....	\$160.00	hr
Web Programmer I.....	\$130.00	hr
Administrative Support.....	\$80.00	hr



VIII.2. Budget

VIII.2.1. Marketing and Business Plan

Quant	Unit	Element	Price	Subt.
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LABOR

16.0	hr	Principal Strategist	\$315.00	\$5,040.00
16.0	hr	Writer Strategist II	\$180.00	\$2,880.00
16.0	hr	Public Relations Coordinator	\$140.00	\$2,240.00
8.0	hr	Project Manager III	\$160.00	\$1,280.00

SUBTOTAL LABOR

\$11,440.00

TOTAL Marketing and Business Plan

\$11,440.00

VIII.2.2. Identity Package

Quant	Unit	Element	Price	Subt.
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LABOR

8.0	hr	Writer Strategist II	\$180.00	\$1,440.00
12.0	hr	Project Manager II	\$145.00	\$1,740.00
24.0	hr	Graphic Designer III	\$150.00	\$3,600.00
24.0	hr	Graphic Designer II	\$135.00	\$3,240.00

SUBTOTAL LABOR

\$10,020.00

TOTAL Identity Package

\$10,020.00



VIII.2.3. Website Analysis

Quant	Unit	Element	Price	Subt.
LABOR				
12.0	hr	Writer Strategist II	\$180.00	\$2,160.00
8.0	hr	Public Relations Coordinator	\$140.00	\$1,120.00
8.0	hr	Web Designer II	\$140.00	\$1,120.00

SUBTOTAL LABOR

\$4,400.00

TOTAL Website Analysis

\$4,400.00

VIII.2.4. Initial Marketing

Quant	Unit	Element	Price	Subt.
LABOR				
8.0	hr	Writer Strategist II	\$180.00	\$1,440.00
4.0	hr	Public Relations Coordinator	\$140.00	\$560.00
4.0	hr	Project Manager III	\$160.00	\$640.00
4.0	hr	Web Designer I	\$125.00	\$500.00
4.0	hr	Web Programmer II	\$160.00	\$640.00

SUBTOTAL LABOR

\$3,780.00

TOTAL Initial Marketing - E-mails, Wikipedia, Facebook

\$3,780.00

VIII.2.5. Totals

Marketing and Business Plan	\$11,440.00
Identity Package	\$10,020.00
Website Analysis	\$4,400.00
Initial Marketing - E-mails, Wikipedia, Facebook.....	\$3,780.00
 Total	 \$29,640.00
	<i>Plus travel</i>



VIII.3. Budget Notes

The preceding estimates do not include printing, duplication, shipping, fulfillment, distribution, paid advertising placements, media outreach, web programming, or web hosting.

Estimates do not include travel or hotel for PCI staff outside of the Washington, DC area.

Estimates are based on package price. Elimination of some components may result in higher cost for individual remaining components.

Whenever a situation occurs that will increase the cost of this proposal, PCI will inform designated liaisons orally or in writing; their verbal or written assent will be sufficient to allow PCI to continue with production of additional elements.

These estimates are valid for 90 days from the date of this proposal.

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