



**DESERT HEALTHCARE DISTRICT  
SPECIAL MEETING OF THE BOARD  
Board of Directors Meeting  
June 20, 2022  
5:30 P.M.**

In accordance with new authorization signed by the Governor – Executive Order N-17-21 on September 16, 2021 - (AB 361 - Government Code 54953 effective until January 1, 2024), which extends the provisions of the Governor’s Executive Order N-29-20 of March 12, 2020, revised on March 18, 2020, and Board-approved Resolution #21-03 on September 26, 2021, teleconferencing will be used by the Board members and appropriate staff members during this meeting. In lieu of attending the meeting in person, members of the public can participate by webinar by using the following link:

<https://us02web.zoom.us/j/89426203904?pwd=Uk5wWS9jd1diYzE2dUc1SUICMHZldz09>

**Password: 732370**

Participants will need to download the Zoom app on their devices. Members of the public may also be able to participate by telephone, using the follow dial in information:

Dial in #: **(669) 900-6833** To Listen and Address the Board when called upon:

**Webinar ID: 894 2620 3904**

**Password: 732370**

You may also email [ahayles@dhcd.org](mailto:ahayles@dhcd.org) with your public comment no later than 4 p.m., Monday, 06/20

<i>Page(s)</i>	<b>AGENDA</b>	<i>Item Type</i>
	<i>Any item on the agenda may result in Board Action</i>	
	<b>A. CALL TO ORDER – President Borja</b> Roll Call Director De Lara____Director Zendle, MD____ Director Rogers, RN____Director Shorr____ Secretary Zavala____Vice-President PerezGil____President Borja	
	<b>B. PLEDGE OF ALLEGIANCE</b>	
1-2	<b>C. APPROVAL OF AGENDA</b>	<b>Action</b>
	<b>D. PUBLIC COMMENT</b> At this time, comments from the audience may be made on items <u>not</u> listed on the agenda that are of public interest and within the subject-matter jurisdiction of the District. <b>The Board has a policy of limiting speakers to no more than three minutes.</b> The Board cannot take action on items not listed on the agenda. Public input may be offered on agenda items when they come up for discussion and/or action.	



**F. SEISMIC COMPLIANCE LEGISLATIVE AFFAIRS**

– Conrado E. Bárzaga, MD, Chief Executive Officer

**3-44**

1. Consideration to approve a consulting services agreement with Strategies 360 for \$9,500/month through June 30, 2023 for efforts to successfully lobby public officials in support of Assemblymember Garcia’s request for the inclusion of \$1B for Public District Hospitals from the state budget surplus to meet the 2030 seismic mandate.

**Action**

**G. IMMEDIATE ISSUES AND BOARD COMMENTS**

**H. ADJOURNMENT**

*If you have any disability which would require accommodation to enable you to participate in this meeting, please email Andrea S. Hayles, Special Assistant to the CEO and Board Relations Officer, at [ahayles@dhcd.org](mailto:ahayles@dhcd.org) or call (760) 567-0298 at least 24 hours prior to the meeting.*



**DESERT HEALTHCARE**  
DISTRICT & FOUNDATION

Date: June 20, 2022  
To: Board of Directors  
Subject: Seismic Compliance – Legislative Efforts

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**Staff Recommendation:** Consideration to approve the agreement with Strategies 360 to assist DHCD’s legislative efforts regarding seismic retrofit.

**Information:**

- The State of California has a historic \$300 billion General Fund budget, which includes \$97.5 billion budget surplus.
- Existing seismic legislation imposes a significant burden on district hospitals.
- While it is hard to quantify with certainty the total cost for all districts to meet the 2030 mandate, it is approximately \$3 billion, with small hospital projects estimated at \$45 million and larger projects in the hundreds of millions.
- District hospitals must go to their voters to approve a bond or tax to fund these projects. These initiatives are likely to be unsuccessful.
- There are 78 healthcare districts in California; 32 have a hospital, and 17 are critical access.
- Assemblymember Eduardo Garcia has agreed to sponsor the request for a budget ask of \$1 billion to support seismic retrofit efforts. This one-time funding will serve as a way for district hospitals to finance their 2030 retrofit and rebuild projects to meet the mandate.
- The Administration has signaled that infrastructure is critically important and, in that thread, we believe funding should be extended to preserve hospital care for the state’s most vulnerable.
- On June 1<sup>st</sup>, Senate President pro Tempore Toni G. Atkins (D-San Diego), Speaker Anthony Rendon (D-Lakewood), and Senate and Assembly Budget Committee Chairs, Senator Nancy Skinner (D-Berkeley) and Assemblymember Phil Ting (D-San Francisco), announced a Legislative budget agreement. Our budget ask was not included.

- A Discretionary \$3 billion fund is included and organizations whose budget asks were not included are seeking opportunities to fund their requested projects.
- Healthcare districts are seeing this as an opportunity to obtain some of the requested funds, and more importantly, an opportunity to position districts hospitals in a favorable position for future legislative efforts.
- DHCD has sought to secure a lobbyist to assist our district in these efforts.
- Today we are presenting an agreement with Strategies 360 to support DHCD's legislative efforts.

**Recommendation:**

- Staff recommends approval of agreement with Strategies 360 for \$9,500/month for 12 months.

STATE CAPITOL  
P.O. BOX 942849  
ROOM 8120  
SACRAMENTO, CA 94249  
(916) 319-2056  
FAX (916) 319-2156

RIVERSIDE COUNTY DISTRICT OFFICE  
48220 JACKSON STREET, #A3  
COACHELLA, CA 92236  
(760) 347-2360  
FAX (760) 347-5704

IMPERIAL COUNTY DISTRICT OFFICE  
1101 AIRPORT ROAD, SUITE D  
IMPERIAL, CA 92251  
(760) 355-8656  
FAX (760) 355-8856



**STANDING COMMITTEES**

**CHAIR:** UTILITIES AND ENGERY  
APPROPRIATIONS  
COMMUNICATIONS AND CONVEYANCE  
GOVERNMENTAL ORGANIZATION

May 19, 2022

The Honorable Phil Ting  
Chair, Assembly Budget Committee  
1021 O Street, Room 8230  
Sacramento, 95814

The Honorable Nancy Skinner  
Chair, Senate Budget Committee  
1021 O Street, Room 8630  
Sacramento, 95814

**RE: District Hospital Seismic Infrastructure Funding**

Dear Assemblymember Ting and Senator Skinner:

In light of the \$97.5 billion budget surplus, the undersigned members of the California State Assembly and Senate respectfully request the inclusion of \$1 billion for Public District Hospitals, for the purpose of meeting the 2030 Seismic Mandate. This request seeks a one-time expenditure of \$1 billion, in Fiscal Year (FY) 2022-23, for the 32 District Hospitals to fund new or ongoing infrastructure seismic compliance projects. Without this funding, these public hospitals will struggle to meet the deadline and face closures.

District Hospitals are public entities that services California's most vulnerable populations, including high volumes of Medi-Cal enrollees. These hospitals serve rural and remote areas of the state, provider shortage areas, and urban underserved areas. In many communities they are to sole provider of health care, or the sole provider of care to the uninsured or underinsured. Of the 76 healthcare districts throughout the state, 32 have hospitals, 17 of which are critical access. District hospitals are funded nominally by their communities through taxes but primarily through reimbursement for services, this means they face significant financial challenges in generating funding for capital outlay—especially of this magnitude. The Administration has signaled that infrastructure is critically important and, in that thread, we believe funding should be extended to preserve hospital care for the state's most vulnerable.

While it is hard to quantify with certainty the total cost for all districts to meet the 2030 mandate, it is approximately \$3 billion, with small hospital projects estimated at \$45 million and larger projects in the hundreds of millions. For District Hospitals they must go to their voters to approve a bond or tax to fund these projects or to leverage government financing. These initiatives often fail and given the current economy are likely to remain unsuccessful. With no additional revenue or support, District Hospitals struggle to even secure financing to begin these projects. Additionally, as public entities they must already pay prevailing wage which significantly increases the costs of these projects.

The COVID-19 pandemic impacted all health care providers, but especially public providers like, healthcare districts creating another financial setback. With only eight years remaining until 2030, hospitals must begin construction now. Without state funding, public District Hospitals will face closures or consolidation regardless of any mandate modifications. This investment is appropriately timed as California has a significant budget surplus that is too volatile for significant ongoing spending. Additionally, this proposal counts against the State Appropriations Limit.

We are seeking this budget investment to ensure these public hospitals remain open to provide essential life saving services to their communities. This one-time funding will serve as a way for District Hospitals to finance their 2030 retrofit and rebuild projects to meet the mandate. Hospitals of all kinds have proven to be some of the most critical infrastructure that our constituents rely on and as we invest in health, technology, business and rebuilding California we believe this appropriation should be included.

The \$1 billion state budget appropriation will keep these public hospitals open to serve all Californians for years to come. Thank you very much for the consideration of this request. If you have any questions do not hesitate to reach out to Rexford Scott in my office at [Rexford.Scott@asm.ca.gov](mailto:Rexford.Scott@asm.ca.gov) or 916.319.2056.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Eduardo Garcia', with a long horizontal flourish extending to the right.

Assemblymember Eduardo Garcia  
56th Assembly District

## **CONSULTING SERVICES AGREEMENT**

This Professional Services Agreement (“Agreement”) is entered into by and between Desert Healthcare District (“District”), a public agency organized and operating pursuant to California Health and Safety Code section 32000 et seq., and Strategies 360, Inc. (“Consultant”), a Washington corporation authorized to do business in the State of California, as follows:

### **R-E-C-I-T-A-L-S**

1. District would like to retain the professional services of Consultant to assist the District’s legislative efforts regarding compliance of Desert Regional Medical Center (“DRMC”) with the California seismic retrofit requirements.

2. Consultant has worked with special districts and governmental agencies for many years and is qualified and possesses the knowledge, skill, expertise, necessary to provide the professional services (“Services”) as more specifically outlined in the attached Exhibit “A” (“Consultant Proposal”).

### **C-O-V-E-N-A-N-T-S**

#### **1. CONSULTANT’S SERVICES.**

1.1 Services. Consultant shall provide the labor, materials, and expertise necessary to fully and adequately provide District and Desert Healthcare Foundation (“Foundation”) with the professional services more specifically described in the Consultant’s Proposal for advocacy, communications, and public relations service, a copy of which is attached hereto as Exhibit “A” and incorporated herein. All Services shall be performed by Consultant to the reasonable satisfaction of District.

1.2 Compliance with Laws. In performing the Services, Consultant shall, at all times comply with all applicable laws, rules, regulations, codes, ordinances, and orders of every kind whatsoever issued, adopted, or enacted by any federal, state, or local governmental body having jurisdiction over the Services.

1.3 Performance Standard. Consultant shall perform the Services with efficiency and diligence and shall execute the Services in accordance with the standards of Consultant’s profession, generally described as that degree of skill and care ordinarily exercised by professionals providing similar services as Consultant practicing in California.

1.4 District and Foundation’s Representative. For purposes of this Agreement, the District and Foundation’s representative shall be District’s Chief Executive Officer, Conrado Barzaga, located at 1140 North Indian Canyon Drive, Palm Springs, CA 92262. All amendments to this Agreement shall be approved by the District Board.

## **2. FEES AND PAYMENTS.**

2.1 Compensation for Services. For the full and satisfactory performance of the Services, District shall compensate Consultant a Not-To-Exceed amount of Nine Thousand Five Hundred Dollars (\$9,500) per month, plus customary expenses.

2.2 Invoices. Consultant shall deliver monthly invoices to District no later than the 10th day of each month for Services.

2.3 Payment. District shall remit payment for all amounts due to Consultant within thirty (30) days after receipt of invoices; provided, however, in the event District disputes any portion of Consultant's invoice, it shall timely pay any undisputed amounts invoiced and notify Consultant within thirty (30) days of its receipt of the invoice of the specifics of any disputed amounts. The parties shall expeditiously resolve the subject of any disputed amounts by way of negotiation or, if necessary, mediation. Any such dispute shall not relieve Consultant of its obligation to continue diligently performing the Services.

## **3. TERM; TERMINATION.**

3.1 Term. The term of this Agreement shall run from July 1, 2022, to June 30, 2023, subject to Section 1.3 above or the District's right to terminate sooner for convenience.

3.2 Termination for Convenience. District may, at any time in its sole discretion, terminate this Agreement in whole or in part, with or without cause, by providing notice to Consultant of its intention to terminate the Agreement for convenience. So long as Consultant is not in default under this Agreement at the time of such termination, District shall pay Consultant for all Services incurred up to and including the date of termination.

## **4. INDEPENDENT CONTRACTOR.**

District has retained Consultant to provide, and Consultant shall perform, the Services as an independent contractor maintaining exclusive direction and control over its employees; and, no personnel utilized by Consultant to perform the Services are employees of the District.

## **5. OWNERSHIP OF DOCUMENTS.**

All deliverables and other documents generated by Consultant in the performance of the Services, including all work papers, work-in-progress, designs, documents, data, ledgers, journals and reports prepared by Consultant as a part of Consultant's Services shall belong to and be subject to the sole ownership and use of District. The provisions of this Paragraph 5 shall survive any termination of this Agreement.

## **6. INDEMNIFICATION.**

Consultant agrees to indemnify and hold District and Foundation, its governing body, officers, employees, representatives, agents, successors and assigns (collectively the



District/Foundation Indemnities), harmless from and against any and all losses, liabilities, claims, causes of action or costs and expenses of whatever nature or kind, incurred or suffered by District or the District/Foundation Indemnities including indemnity claims arising by reason of any personal injury of any person or property loss, loss of use, or damage, to the extent the same arise out of or in connection with the negligent act(s) or omission(s), recklessness, or willful misconduct of Consultant, its officers, employees, subcontractors, or representatives, relating to the performance of the services outlined in this Agreement.

## 7. NOTICE.

All notices to be given under this Agreement shall be in writing and shall be deemed effective upon receipt when personally served or two days after mailing by certified, return receipt requested, to the following addresses:

To District:  
Desert Healthcare District  
Attention: Conrado Barzaga, Chief Executive Officer  
1140 N. Indian Canyon Drive  
Palm Springs, California 92262

To Consultant:  
Strategies 360, Inc.  
Attention: Andrea Deveau, President, California  
714 W Olympic Boulevard, Suite 204  
Los Angeles, California 90015

## 8. MISCELLANEOUS PROVISIONS.

8.1 Venue. Venue shall lie only in the federal or state courts nearest to the City of Palm Springs, in the County of Riverside, State of California.

8.2 Modification. This Agreement may not be altered in whole or in part except by a modification, in writing, executed by all the parties to this Agreement.

8.3 Entire Agreement. This Agreement, together with all exhibits attached, contains all representations and the entire understanding between the parties with respect to the subject matter of this Agreement. Any prior correspondence, memoranda, or agreements, whether or not such correspondence, memoranda, or agreements are in conflict with this Agreement, are intended to be replaced in total by this Agreement and its schedules.

8.4 Inconsistencies. In the event of any inconsistencies in the interpretation or otherwise, between the terms and conditions of this Agreement and the Exhibit "A" Consultant Proposal, the terms and conditions of this Agreement shall prevail.

8.5 Assignment. Consultant shall not be entitled to assign all or any portion of its rights or obligations contained in this Agreement without obtaining the prior written consent of District. Nothing in this Agreement shall obligate the District to give such consent. Any purported assignment without the District's consent shall be void.

8.6 Binding Effect. This Agreement shall inure to the benefit of and be binding upon the parties and their respective purchasers, successors, heirs, and assigns.

8.7 Unenforceable Provisions. The terms, conditions, and covenants of this Agreement shall be construed whenever possible as consistent with all applicable laws and regulations. To the extent that any provision of this Agreement, as so interpreted, is held to violate any applicable law or regulation, the remaining provisions shall nevertheless be carried into full force and effect and remain enforceable.

This Agreement is entered into in the County of Riverside, State of California.

“District”:

Desert Healthcare District

“Consultant”:

Strategies 360, Inc.

By: \_\_\_\_\_  
Karen Borja, President

By: \_\_\_\_\_  
Andrea Deveau, President,  
California

Date: \_\_\_\_\_

Date: \_\_\_\_\_



## EXHIBIT "A"



ADVOCACY, COMMUNICATIONS AND PUBLIC RELATIONS PROPOSAL  
CREATED BY STRATEGIES 360 FOR

# Desert Healthcare District & Foundation

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CONTACT US

Strategies 360

Andrea Deveau / President, California / [andread@strategies360.com](mailto:andread@strategies360.com) / (805) 234-5481

Visit us online at [strategies360.com](http://strategies360.com)



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June 15, 2022

# Hello.

On behalf of Strategies 360, I am pleased to provide information for you on our government relations, communications, and public relations services that we could bring to bear in support of Desert Healthcare District & Foundation. We would be pleased and honored to support your budget and legislative efforts with our innovative advocacy, communications, and public relations expertise.

Strategies 360 is a leading government relations, communications, public relations, research, and marketing firm with 30 offices located in 13 states throughout the western United States and Canada. We are veteran-owned, headquartered in Seattle, and have deep expertise and reach throughout our footprint. We have a diverse staff of over 200 employees. To tell your story, we have compiled a fantastic S360 team. We are experienced in communicating complex public policies to the public and – because we are local in terms of our footprint – we know the communities and audiences throughout our footprint.

Drawing on our collective expertise and incredible teamwork, we will ensure that the issues of importance to Desert Healthcare District & Foundation gain the visibility and reach they deserve. As a full-service firm, at S360 we think outside the box and that includes with our communications tactics – if there is a way to reach the audience, we have the tools to do it. Our Creative and Digital Marketing teams often partner with our Communications experts to make the biggest impact. While we have put together a comprehensive proposal focused on a portion of our services, rest assured we will pull in all the resources and services needed to ensure we achieve the desired goals of Desert Healthcare District & Foundation.

Thank you for your time and for the opportunity to present our services to you. We are enthusiastic about working with you and Desert Healthcare District & Foundation. Please do not hesitate to reach out with any questions you might have.

Thank you,



Andrea Deveau  
President, California  
Strategies 360





## We are Strategies 360 and our calling is to drive lasting change.

With offices in 13 states as well as Washington, D.C., Vancouver, BC and Ontario, Canada, Strategies 360 is a leading government relations, public affairs, communications, research, and marketing firm. Our team is drawn from the worlds of communications, advertising, marketing and design, the news media, quantitative and qualitative research, government, and politics. We bring deep expertise, integration, and sharp, strategic thinking to all our clients. By offering more services under one roof, we guarantee Desert Healthcare District & Foundation a seamless, tailored approach so that the messaging that is needed to increase awareness and funding will reverberate within the appropriate policy and community circles needed to achieve success.



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## ABOUT US

### Our services include:

#### ■ **Communications**

- Crisis Communications
- Media Relations
- Public Relations
- Reputation Management

#### ■ **Creative Services**

- Advertising Strategy & Campaigns
- Animation & Video Production
- Brand & Advertising Copywriting
- Brand Strategy & Identity
- Design & Production Studio
- Media Strategy, Planning & Management
- Web Engineering

#### ■ **Cultural**

- Cultural and minority engagement outreach and advocacy

#### ■ **Government Relations**

- Policy and Lobbying
- State, Federal, and Local Strategy

#### ■ **Public Affairs**

- Coalition Building
- Initiatives & Campaigns (*Bonds & Levies, Siting & Permitting*)

#### ■ **Research**

- Campaign Polling
- Executive and Opinion Leader Research
- Message Development
- Targeting and Segmentation

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## ABOUT US

### Diversity, Equity & Inclusion

We are veteran-owned and proud of our diverse team of more than 180 employees worldwide. Our global footprint in the United States, Canada, and Indonesia ensures that our staff is organically composed of people from varied racial, ethnic, and religious backgrounds. We are also committed to actively recruiting, supporting, and promoting diverse talent across all categories: race, ethnicity, gender identity, sexual orientation, cultural identity, religion, age, and ability.

We have formalized our pledge to promote and work toward greater equity at S360 through the creation of a Diversity, Equity, and Inclusion Workgroup—a staff-led committee of volunteers from our state offices and HQ. This team is leading our company through a review of internal systems to identify areas for improvement and developing a training program for all staff to better recognize their own biases and develop the tools to break down barriers stemming from systemic racism.

Our DEI Workgroup is also spearheading our pro-bono support for the Innocence Project, which works to overturn wrongful convictions and reform our criminal justice system to prevent future injustices. S360's state offices will provide public policy support and advocacy to state chapters of the Innocence Project and our creative services, web, and video production teams stand at the ready to develop collateral that will advance the Innocence Project's agenda.

We also offer employees an opportunity to maximize their non-profit/philanthropic giving by providing a one-for-one corporate match of donations to social and racial justice organizations.

In addition, we have a division committed to progress for Latino and other communities of color, Cultura. This team offers research, communications, policy, outreach, and engagement services. Cultura aims to mainstream and voice the varied needs of the diverse Spanish-speaking population across our firm's footprint.

From the top down, we work to cultivate a culture of openness and respect, to create an environment where every employee can feel comfortable questioning the way things have always been done – to challenge one another – and to work towards an equitable workplace and country. We also aim to work with clients that share our values and will turn down work with clients who ostensibly disavow or otherwise clash with those values.



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## ABOUT US

### Communications

Solid messages. Sound messengers. The right media. Timing. These are the fundamentals of the best communications strategy. Whether placing a story in the most prominent national media, shaping coverage of a crisis, or engaging the grassroots on social media, we navigate toward success. Our team comes from major news organizations, political campaigns, and the staffs of governors and members of legislature and congress. When you work with S360, you join the best in the business.

S360 provides an unprecedented network of relationships and media expertise throughout our footprint. Our offices provide access to every top media market in the Western U.S. and an in-depth understanding of how to influence the vast landscape of rural publications in these states. This is a foundational part of our approach to any public relations effort – in addition to cultivating the most effective narratives and relying on the best local voices, we also work to ensure that our strategy is thoughtfully delivered across the right mix of mediums, both urban and rural, to ensure our clients messages are heard.

### Creative Services

At the heart of any successful and magnetic campaign is a story. It's the story about what you stand for and stand behind. It's the story about what sets you apart from the pack. And it's a story about what people become part of when they join you.

Your brand is the articulation of that story, expressed in the way you look, the way you talk, and the way you show up in the world.

Storytelling is our trade. Behind the most enduring brands and memorable campaigns is a story with power and resonance. Our team marries compelling messaging, stellar design, and the best tools and analytics to provide high-touch creative that takes this story-driven approach and guarantees impact and action. From strategic brand positioning to development of verbal and visual identity systems to memorable brand expression, we've worked with some of the best in the business to uncover and articulate their stories. We also deliver arresting advertising campaigns, social, collateral, and websites that inspire audiences to action—we'll not only get people's attention; we'll aim for fidelity and lasting change.



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## ABOUT US

### Government Relations

In today's complex, hyper-connected world, we help clients get the win by developing sound strategies, crafting and framing solid messaging, and deploying the best communication and grassroots outreach to influence policy. And our California team—lead in Sacramento—is our greatest asset, thanks in part to our relationships. Our clients' success depends on S360's ongoing and recognizable presence in the Sacramento Capitol, the agencies that surround it and the local cities governments throughout California. Add to that our deep expertise in a broad range of sectors, and you can count on S360 to provide ongoing public policy and government relations expertise both in the State's capital and at the local level.

### Media Strategy & Management

We've developed a unique approach to media strategy that integrates not only the traditional agency components but research scientists, communication experts, government relations professionals and digital marketing experts. This team collaborates from discovery through delivery to ensure our campaign is a truly integrated, comprehensive effort.

In a fast-moving, noisy, and digitally driven world, ad campaigns need arresting creative and targeted messaging to be recognized and remembered. Our traditional and digital media strategists collaborate at length to take advantage of every opportunity to reach audiences. S360's digital marketing team can identify audience behaviors, interests, demographics, and even voting histories with precision, guaranteeing your campaign gets noticed and your audiences take action. They can root out and propose unexpected opportunities as well as emerging technologies and trends to develop a distinct position for campaigns. The strategy considers all channel opportunities and presents an overarching weighting and channel strategy to be approved by your team before the detailed plan is developed.

### Public Affairs

We build movements around the most important issues facing our communities. S360 works with our clients to align coalitions and educate and activate voters and donors. We bring strategy, messaging, advocacy, media and research to the table, mobilizing communities behind initiatives, ballot measures, bonds, levies, siting and regulatory issues, and big public works projects. We engage and catalyze the public, helping to carry our clients' stories, issues and causes from aspirations to successes.



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## Web Engineering

Making change requires innovative technology solutions. For our clients to make change in today's world, the proper use of technology is critical. Moving far beyond just providing website development services, S360 has a whole host of innovative and cutting-edge technology services to help our clients make a difference. Our Jakarta technical services team provides an unparalleled level of skills and value for our clients. Located in the Central Business District of Jakarta and consisting of 15 developers, project managers and quality assurance engineers, our team can be tapped for all manner of technical work from quick turnaround projects to multi-year software project engagements. Our Jakarta office is fully in service to S360 clients, ensuring that we can implement highly technical tactics and tools for making the change our clients want to see.

### ■ Our Technology Services:

#### ■ Business Information Systems

- Technology Consulting and Auditing
- Client Relationship Management (CRM) development
- Legislative and grassroots advocacy systems
- Database integrations
- Extract Transform Load (ETL)

#### ■ Infrastructure Management

- Managed hosting and services for WordPress and Drupal
- Custom cloud infrastructure design, implementation and management

#### ■ Web Application Development

- Website development
- Mobile app and website development
- API-first custom software development
- Geographic Information Systems (GIS) integration

## *Campaign Plan*

Strategies 360 has had the opportunity and good fortune to work with a number of public affairs clients on various digital media efforts. The S360 digital media team consists of strategists, media buyers, designers, copy writers and web developers to ensure that all digital needs can be managed in-house. Given our experience in this area, we are recommending a scope of work that consists of:

- Legislator Outreach Through Social Media
  - S360 has developed a tool to easily allow our social media audience to connect with their legislators without ever leaving their news feeds. By lowering the barrier to connect with legislators, the campaign is able to significantly increase volumes of contacts (in particular amongst lower engaged constituents). Target audiences would click on our ad, have their info pre-populated in the form and click a button to send off a preset message to their legislator. Their address and/or zip code will then determine which legislator is on the receiving end of their message. We will also be collecting their information once submitted for future follow up opportunities as a part of this campaign. More information about this type of program can be found here: [Community Connect Program](#).
  
- Geofencing The Capitol Building
  - With a targeted Geofence campaign, S360 will be able to promote positive social media, news stories and other content directly to state legislators. We can geofence specific legislator offices and/or the capitol building so that lawmakers are exposed to the messaging we want them to see when they're on social media, reading the news online and doing any number of other activities online.

## Legislator Outreach & Contact Campaign

Social media has proven to be an invaluable opportunity to connect with engaged and disengaged constituents alike. S360 has helped many clients to gain influence and visibility across key issues through a combination of:

- Sophisticated audience targeting / modeling
- Strong creative with meaningful calls to actions
- Emphasis on data, testing, optimizing and reporting
- An easy connection point to connect with legislators and policy makers

With any digital outreach campaign, the easier the ask, the more likely you will convince your audience to follow through. By connecting a form with pre-populated contact data, we are able to connect voters to legislators with the click of a button. This has helped our clients to drive tens of thousands of contacts for their various causes while facilitating a meaningful discussion between legislators and their constituents..

Here's a quick overview/reminder of how our social media campaigns work:

**Sign up in Newsfeed**      **Support the Cause**      **Submit to Legislator**

The first screenshot shows a Facebook post from Children's Campaign Fund. The post text reads: "Now is the time for our legislators to invest in high-quality childcare, preschool and early learning programs that help families by building equity and creating opportunities." Below the text is a photo of a young girl in a yellow dress and a purple button that says "SIGN THE LETTER". At the bottom of the post is a "Show Your Support" section with a "Sign Up" button highlighted by a red arrow.

The second screenshot shows the form for signing the letter. It has a "Letter of Support" section with a "Show your support by sending your legislator this letter" prompt. Below this is a form with fields for "Full name", "Email", "Phone number", "Street address", "City", and "ZIP code". The "Street address" field is highlighted with a red arrow and labeled "Pre-Populated".

The third screenshot shows the "Terms and Conditions for Children's Campaign Fund" section. It includes a "Back" button and a "Submit" button highlighted by a red arrow. A red arrow also points to the text "Sends info to law maker based on address".

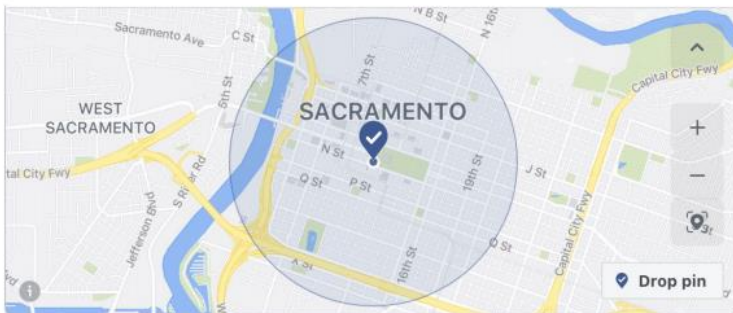
## *Geofence Campaign*

With a targeted Geofencing campaign, Strategies 360 can drive visibility with key lawmakers when they are in and around the capitol building. As they enter the area, they'll find our messaging across social media and news sites.

We can then drive them to key parts of our website or third party media coverage so that this issue is top of mind. This is a great opportunity to gain direct visibility with lawmakers while ensuring that we control the messaging that they see.

Geofencing consists of:

- Creating a geographical radius around a real world location
- Setting up a geofence (virtual barrier) around the location
- When a device enters it is eligible to receive our campaign messaging



When legislators enter the capitol building, we'll be able to send targeted messaging. We use GPS and IP address signals to determine which devices are in our targeted area. We can then layer on job titles and other demographic specific data to ensure we are hitting our intended targets..

S360 will be able to report out daily reach, engagement and track which messages are resonating best with the target lawmakers. The campaign will then begin to push out content with more frequency that is resonating best with our audiences.

## *Ongoing Creative Assistance*

Compelling creative is a key component of every marketing campaign. Being able to drive interest, test different messaging tracks, have unique headlines and a strong call to action will greatly impact the effectiveness of our campaigns.

We have a team of designers and copywriters that specialize in developing the type of creative that can drive results. We recommend testing to better understand what types of creative resonate best with target audiences. We will then evaluate engagement while shifting messaging priorities based on results.

We always provide mockups for your review and approval, which help demonstrate what they will look in the actual digital media channels. Having a focus on messaging combined with a highly targeting marketing campaign will yield an effective campaign.

We will need a combination of:

- 2 - 4 Social media messages to drive legislator/commissioner contacts
- 2 - 3 Social media ads for our geofencing campaigns
- Pre-populated emails to be delivered to targeted legislators/commissioners

## Your Monthly Investment

Services: July 1, 2022- June 30, 2023	Monthly Budget
<ul style="list-style-type: none"> <li>• Immediate engagement with Governor’s key staff, budget committee and relevant legislators on budget request.                             <ul style="list-style-type: none"> <li>○ We can guarantee that we will engage and attempt to get a pulse on the appetite for this funding this legislative year and if so, strike on the guidance and opportunity. We can guarantee an assessment based on feedback which can inform next steps.</li> </ul> </li> <li>• Begin working on the budget trailer bill process.</li> <li>• Relevant Agency engagement</li> <li>• Establish, schedule and lead on relevant lobbying and advocacy meetings                             <ul style="list-style-type: none"> <li>○ Strategic meetings with Administration and Budget Committee Members/Sub Committee Members and potentially members that signed onto the budget request letter. This will not include 120 Member meetings. However, until we get an assessment of the appetite for funding this year through budget or budget trailer bill, we cannot assess the exact number of meetings. Once we are fully up to speed as your lobbyists, we will not necessarily need anyone from Desert Healthcare in attendance.</li> </ul> </li> <li>• Build additional champions and awareness with key policy makers and stakeholders</li> <li>• Monitor legislation/informational hearings for potential impact and/or opportunity                             <ul style="list-style-type: none"> <li>○ The purpose here is to assess if the budget trailer bill process is an option, not standard legislation for 2022.</li> </ul> </li> <li>• Bill tracking, committee hearing monitoring, testimony if needed</li> </ul>	<p>\$9,500/month</p>



<ul style="list-style-type: none"><li>○ Point here is to be sure we know if any other bills or efforts would impact or be directly or indirectly relate to our efforts.</li><li>● Campaign / Social Media (Note: This is TBD and we will work with your team if we want to work on this approach to support advocacy for the budget request/s.)<ul style="list-style-type: none"><li>○ Marketing asset creative &amp; copywriting</li><li>○ Setting up social media campaigns to connect stakeholders and advocates with legislators<ul style="list-style-type: none"><li>▪ Point here is to have messaging sent to legislators and decision makers to get the budget requests prioritized and supported.</li></ul></li><li>○ Developing social media campaigns to drive visibility in and around the Capitol</li></ul></li></ul>	
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## CASE STUDIES



# Experience. Creative. Opportunity.

We have compiled a snapshot of Strategies 360's communications and public relations efforts. These case studies provide insight into our capabilities as well as the way we engage with our clients to deliver success. Several of these case studies feature coordinated multi-state public relations efforts, which demonstrates the way we work throughout our footprint to get the coverage and engagement our clients need.



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## CASE STUDIES

# Autism Society of America

2021

TYPE OF CASE STUDY: MULTI-STATE COMMUNICATIONS

### RELEVANCE TO DESERT HEALTHCARE DISTRICT & FOUNDATION

We love our work with the Autism Society of America because it demonstrates our ability to ground all of our tactics in an overall strategy to reach and surpass our clients' goals.

### THE CHALLENGE:

The Autism Society of America wanted a national communications approach to publicly shift Autism Awareness Month to Autism Acceptance Month. They needed a full communications strategy and comprehensive content for earned news media and opinion editorials, and owned media including website, social and email marketing. They also set a \$200,000 fundraising goal for the month of April.

### Scope and Services:

- Press Strategy & Management
- Communications Strategy
- Messaging
- Written Content Development
- Organic Social Media

### WHY STRATEGIES 360

With over 40 communications professionals across the firm footprint, S360 was able to curate a multi-state team with issue knowledge and strong press relationships in target markets. Combined with a well-aligned strategy and process to deliver all needed service components for this project, S360 was the ideal partner.

### OUR APPROACH

Ahead of Autism Acceptance Month, we planned out multiple press pitches to prepare media to cover AAM in April. Within this plan we identified media targets, key messengers and messaging, prepared messengers for interviews and identified the primary news hooks for our pitch. We also identified when we would amplify releases through a PR newswire. Moreover, we identified the communications needs in their federal advocacy strategy to officially rename the month and aligned



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all of the clients owned media platforms to support the strategy. Our partnership expanded within this work so that S360 became a trusted contact for many of ASA's corporate donors and high-profile public spokespeople whom we could work with to further amplify our message.

### **WHAT WE DID**

First, we created a main talking points and messaging document to ensure all final materials would align. We then developed three press releases, two op-eds, a pitch to federal lawmakers and coalition partners, and sample social media, email and blog posts for use by Autism Society's 75 affiliates across the country. We pulled all these assets together with our identified strategies to fully deploy a nationwide PR campaign.

### **WHY IT WORKED**

We delivered earned media worth \$6.9 million in ad value equivalency and increased their media coverage by 475% from the previous year. Our op-eds landed in The Hill and the LA Times, and the Autism Society raised \$244,000 during the month - a 100% increase from the previous two years!

# Washington Employers For Racial Equity/Washington Roundtable

2020

TYPE OF CASE STUDY: COMMUNICATIONS AND CREATIVE SERVICES

## RELEVANCE TO DESERT HEALTHCARE DISTRICT & FOUNDATION

We love our work with the Washington Employers for Racial Equity because it is a fantastic example of the integration between strategic communications, messaging, and paid media efforts. It showcases our commitment to working with clients focused on equity and the earned media results we get for them.

## THE CHALLENGE

Our client released a comprehensive report on the experiences of Black Washingtonians and shepherded a coalition of businesses committed to advancing racial equity, Washington Employers for Racial Equity (WERE), in response. They wanted to share their report and new coalition to build momentum for a more equitable future in Washington.

## SCOPE AND SERVICES:

- Communications and PR
- Paid media
- Digital Media
- Website

## WHY S360

S360 was hired for our deep knowledge of the media landscape and proven track record of generating positive PR, our suite of in-house services, and our demonstrated commitment to advancing equity in policy and practice.

## WHAT WE DID

Our team built a strategic communications plan from which we could oversee the execution of messaging, content development, earned and paid media, website development and targeted digital media. Within the plan, our first priority was to get the message right. We developed a framework from which we crafted a strong media pitch and supporting materials. We built a list of stakeholders, targeted media, and key reporters for outreach, as well as creating a wire release for national press. We launched the WERE website which hosted content that was then shared through earned and paid



media plans. We placed digital and print ads as well as sponsored stories in local publications. We also created a video to sustain WERE’s message after the surge in initial PR.

### WHY IT WORKED

We earned 87 media stories generating over \$1 million in ad value equivalency.

Through organic social media, we achieved reached over 12,475,000 impressions, and we generated 1.37 million impressions with targeted audiences through paid ads.

Our digital media campaign yielded a daily impression average of 44,227, which continued to increase to more than 62,000 impressions per day towards the end of the campaign. We reached more than 80,000 employees on LinkedIn with a frequency of just under two touches per individual. The WERE website was visited by more than 2,000 unique visitors as a direct result of the digital campaign.



# Snake River Farms Steak Donation & Distribution

2020

TYPE OF CASE STUDY: MULTI-STATE COMMUNICATIONS, MARKETING, GOVERNMENT RELATIONS

## RELEVANCE TO DESERT HEALTHCARE DISTRICT & FOUNDATION

We love our work with Snake River Farms because it is a multi-state, communications and government relations project dedicated to supporting communities in need. Strategies 360's campaign generated over \$2.4M in ad value equivalency for Snake River Farms.

## THE CHALLENGE

Snake River Farms saw the challenges facing many communities during the COVID-19 pandemic and sought a way to help needy families in multiple cities by donating 200,000 American Wagyu Steaks worth over \$8 million.

## SCOPE AND SERVICES

- Strategic Communications
- Government Relations
- Media Relations
- Digital Marketing

## WHY S360

Strategies 360's full-service, multi-state model was key to making this endeavor successful. Thanks to offices in San Francisco, Los Angeles and Seattle as well as relationships with key organizations in New York, we helped facilitate the donation and distribution while promoting it through multiple traditional and social media channels.



## WHAT WE DID

Our leaders in San Francisco, Los Angeles & Seattle helped the Snake River Farms team successfully identify partners in each city to help with the delivery of the steaks as well as the outlets that would receive and distribute the donations. Our teams also leveraged strong relationships with elected leaders to not only get their support, but also quotes and mentions during news conferences. The pandemic created its own challenges with getting media coverage, but by coordinating with our partners to create our own visuals & content, we were able to engage our news media relationships for coverage in print, digital and TV in every market.

## WHY IT WORKED

Families in need in San Francisco, Los Angeles & Seattle each received over \$8 million worth of donated steaks through area food banks thanks to the coordination of these teams. The effort also garnered local and national media attention. With a combination of wires, press releases and individual outreach, S360 helped garner 148 media hits and nearly 135 million impressions. The media ad equivalency of the entire PR campaign to date is \$2.4M. Some notable media outlets included:

- Fox News
- SF Chronicle
- Newsweek
- Seattle TV
- San Francisco TV
- News Wire

### U.S. IDAHO COMPANY DONATES WAGYU BEEF STEAKS WORTH \$2 MILLION TO SAN FRANCISCO FOOD BANKS AMID CORONAVIRUS PANDEMIC

BY SYDIA SMITH ON 4/30/20 AT 11:22 AM EDT

SHARE

U.S. CORONAVIRUS SAN FRANCISCO HOMELESS FOOD BANKS

An Idaho beef company has donated 35,000 Wagyu steaks worth around \$2 million to several non-profits and food banks in San Francisco.

Snake River Farms, which focuses on raising its animals humanely, normally sells its high-end beef to restaurants, but with those closed due to the coronavirus pandemic, it will donate the meat instead.

Last week, the family-owned farm announced it would send \$8 million worth of its wagyu to cities around the U.S. to fee hospital workers, laid-off restaurant staff and other communities affected by the COVID-19 crisis.



# Aerospace Industries Association: 2021 American Rocketry Challenge

2021

TYPE OF CASE STUDY: MULTI-STATE COMMUNICATIONS AND PUBLIC AFFAIRS

## RELEVANCE TO ASSEMBLYMEMBER

### EVAN LOW

We love our work supporting the American Rocketry Challenge because it showcases how a multistate communications and public relations campaign drove successful community engagement with students pursuing scientific innovation.

## THE CHALLENGE

Following a year hiatus due to COVID 19, the American Rocketry Challenge resumed its nationwide competition in 2021. The American Rocketry Challenge is the country’s premier student rocket competition, featuring more than 600 middle and high school-age students. The Aerospace Industries Association needed to promote the event and drive participation from a diverse group of students from nearly all 50 states as well as DC and the U.S. Virgin Islands.

## WHY S360

Strategies 360 works at the nexus of communications, government affairs, and education across a large footprint. Our communications experts know how to develop a strategy to ground a full-scale campaign engaging major media markets as well as local outlets.

## WHAT WE DID

We developed a strategy that we could implement across the entire nation in media markets spanning size, geography, and demographics. We developed a suite of collateral to use, developed comprehensive press lists, and targeted specific outlets and markets with hyper-focused content to drive engagement. We prioritized both quantity – with a goal of earning every team coverage – and quality of story.



Hewitt-Trussville High School Rocketry Team. Photos: Jason Dooley.

### Local students to compete in world's largest student rocket contest

Posted By: Erica Thomas on June 11, 2021 in: Education, Local News, Trussville City Schools

By Erica Thomas, managing editor

TRUSSVILLE — A team from Hewitt-Trussville High School (HTHS) will compete in The American Rocketry Challenge on Saturday, June 12, 2021, in Birmingham.



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## WHY IT WORKED

The quality and quantity of media coverage nationwide surpassed any of the previous years of the American Rocketry Challenge, with 81 of 100 teams earning stories. We focused on individual teams participating in the competition and drove coverage of those students in the media markets from their hometowns. We were also able to turn a pandemic-related challenge – 10 regional launch sites rather than a single national site – into an opportunity, generating coverage in the cities that hosted the launches (even when there were no local teams participating). Strategies 360 media drove more than \$2.89M in total ad value equivalency for the 2021 American Rocketry Challenge. Perhaps most important, we played a significant role in helping talented students and future rocketeers earn well deserved recognition for their achievements.

By MAYA MOKH  
CHICAGO TRIBUNE | JUN 10, 2021 AT 4:19 PM



Lilly Abney, from left, Rebecca Zurek and Luka Weideman, all members of the Redhawk Rocketeers, watch their rocket launch while practicing for The American Rocketry Challenge competition as they prepare on June 9, 2021, in Kansasville, Wisconsin. (Stacey Wescott / Chicago Tribune)



Listen to this article

Rebecca Zurek discovered her interest and talent for model rocketry through a summer camp, and knew her passion couldn't end there. The absence of a rocketry team at her

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## KEY PERSONNEL



## Our team. Your partners.

At Strategies 360 we have a communications and public relations team of more than 40 staff that spans our entire footprint with 180 employees in total. We put talent, ingenuity, and tenacity to work every day; we are people with the know-how and determination to get the job done. Our experts are from major news organizations, political campaigns, and the staffs of governors and members of congress. We navigate the landscape of media, public relations, and government affairs with ease. We work together seamlessly across our footprint and beyond in every major media market and channel. If you need communications, public relations, and public affairs support to bring communities together around Desert Healthcare District & Foundation's initiatives – we are the team for you.

For Desert Healthcare District & Foundation, we have assembled a group of professionals based in Sacramento who are excited about the opportunity to work with you. This custom team knows what it takes to win and help our clients achieve their desired goals in the most professional manner.



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## KEY PERSONNEL

### CALIFORNIA



**Andrea Deveau**  
President, California

Andrea Deveau, based in Sacramento, leads S360’s California operation which includes offices in Sacramento, Bay Area, Los Angeles, Orange County and San Diego. She is a seasoned advocacy veteran with deep experience in energy and technology policy.

Prior to S360, Andrea served as Vice President of State Policy and Politics for TechNet, the leading voice for the innovation economy. During this time, Andrea was responsible for leading TechNet’s 50-state advocacy program and raised the organization’s profile by securing numerous legislative victories on advanced energy, privacy, security, future of work, and education.

Prior to TechNet, Andrea served as the Senior Director of Policy Innovation at Direct Energy for 13 years, where she had multi-state, region, and national responsibilities for local and state government policy development. She also served in the capacity of Board Secretary for the TechNet Executive Committee and in January 2016 and Andrea was appointed to the California Million Women Mentors Honorary Leadership Council.

Starting in 2021 and continuing into 2022, Andrea is a member of the City of Sacramento, Mayor’s Tech Council. In 2022, she also joined the [Merit Partners](#) Board as the President. She has served as a Steering Committee Member for the California Alliance for Competitive Energy Solutions, President of the Alliance for Retail Energy Markets, and as a Board Member of the Arizona Independent System Administrator.

In 2012, Andrea received the Western Power Trading Forum’s Kent Wheatland Award in recognition of her efforts in advocating for competitive energy market policy. Ms. Deveau is a graduate of the University of Arizona, earning a Bachelor of Science and Business Administration.

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**Tish Rylander**  
Vice President, Sacramento



Leticia “Tish” Rylander brings over 20 years of experience in California state politics as Vice President in S360’s Sacramento practice. An accomplished legislative and political strategist, Tish has worked on major landmark legislation including helping to pass policies that address a range of issues from international war crimes to wildfire prevention and mitigation, small business and working families tax relief to reproductive health. In her over two decades working on California politics and policy, Tish has worked with five members of the Democratic Caucus and built invaluable relationships with California’s elected officials, agency representatives and legislative staff.

Most recently, Tish served as Chief of Staff for Assemblywoman Autumn Burke. Here, she worked closely with legislators on both sides of the aisle and helped create the first “Bipartisan Working Group” to develop comprehensive policy recommendations on key issues facing California. This includes negotiating amendments and creating consensus on major legislation including cap & trade, wildfire mitigation, employment and energy policy. As Chief of Staff to the Chair of the Assembly Revenue and Taxation Committee, Tish developed a deep understanding of tax policy implications in both surplus and projected deficit years – including during the pandemic.

For many years, Tish has served as a member of the Latino Capitol Association and has a firm grasp on issues facing Latinos across the state. Additionally, in her work with Assemblymember Burke, a Member of the California Legislative Black Caucus, Tish has gained experience and insight to understanding how issues directly affect Black community members. In particular, she has developed a specific understanding of how policy impacts communities like the one represented by Assemblymember Burke.

Tish was born in Sacramento, CA where she currently resides with her husband, Mark. She and Mark have three children, Coletrane, Tristan and Ariel and one granddaughter, Scarlett. In her personal time, Tish has coordinated the annual Legislative All-Star Charity Softball game which

raised over \$300,000 for local community non-profit organizations. Additionally, she created the Capitol Women's Group, the first mentorship group entirely devoted to supporting Legislative staff.



**Charles Wright**  
Vice President, Sacramento

A veteran of California legislative policy and politics for over three decades, Charles offers his clients unparalleled insights into the inner workings of the California State Capitol. As Vice President in the Sacramento office, Charles brings thoughtful government affairs strategies to each project he undertakes. He approaches his work through strong relationship building and the foresight to anticipate and mitigate challenges before they arise.

Charles was a senior legislative strategist and political advisor to four consecutive Senate leaders. He guided state policy on a range of issues that impact Californians every day — from organized labor to controlled gambling; from the burgeoning medical and recreational cannabis market to the regulation of how alcohol is marketed and sold in California. Charles spent years shepherding tribal gaming compacts and public employee memoranda of understanding through the State Senate.

As the senior policy staffer on union issues, Charles' found that all industries are affected by labor, directly or indirectly. He is an expert on the policy and politics of Assembly Bill 5 — the landmark bill that codified into state law the California Supreme Court decision that redefined how full-time workers are classified.

Charles was born and raised in Eugene, Oregon and is literally a life-long Oregon Duck football fan. He graduated from Southern Oregon State College (now Southern Oregon University) with a Bachelor's in Political Science. He and his wife, Kristin, have three children – Ace, Shelby and Violet. They live in Sacramento.

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## Danielle Sires

Chief of Staff, Sacramento

As the Chief of Staff for the Strategies 360 Sacramento office, Danielle collaborates with executive team members to determine and prioritize strategies for clients. She manages executive team schedules and maintains cohesive teams for clients to ensure timely deliverables and communications with the California Legislature. In her work with the



California Legislature over the years, Danielle has developed and maintained strong relationships with state agencies, boards, bureaus and associations, particularly in consumer affairs and tech.

Prior to working at S360, Danielle was the Senior Consultant for the Assembly Committee on Business and Professions for the California Legislature. While there, she was responsible for knowing parliamentary procedure, writing legislation, staffing bills, and analyzing legislation. Danielle also has been involved in writing and creating state contracts for the Department of General Services and Covered California. Her primary expertise is in legislative analysis, negotiations, contract formation, and state and national law and regulation.

Danielle earned her degree from Arizona State University- majoring in history and minoring in political science and study law. Passionate about public engagement, Danielle volunteers and canvases with the Democratic Party throughout the campaign season.

Proud to call Sacramento her home, Danielle resides there with her husband and daughter.

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## HEADQUARTERS SUPPORT STAFF (SEATTLE, WASHINGTON)

**Kipepeo “Pep” Brown**  
Chief Creative Office



As Chief Creative Officer, Pep is responsible for leading and integrating all S360 creative services including brand, design, advertising, digital marketing, web design, videography and S360 Cultural—the firm’s division dedicated to progress for communities of color. She has worked for international, national and regional companies and non-profits across diverse B2B and B2C industries. Her career spans the fields of marketing, brand development, communications/PR, community outreach and more. Pep is a recognized leader who executes strategic and creative results to drive engagement, thought-leadership and brand loyalty as well as profit and market share growth. Working in health care, architecture and design, public affairs and agencies among other industries for the last 30 years, she has mastered the integration of creative services with business goals.

Additionally, Pep is an advocate for diversity in education and has volunteered and served on the boards of several non-profit organizations including The Martinez Foundation and The Technology Access Foundation (TAF). She is a Seattle native with a young son as well as a proud Husky and graduate of the University of Washington with degrees in communications and ethnic studies. As a self-described adrenaline junkie away from work, she enjoys high-speed motorsports and any activity outdoors.

As Chief Creative Officer, Pep is responsible for leading and integrating all S360 creative services including brand, design, advertising, digital marketing, web design, videography and S360 Cultural—the firm’s division dedicated to progress for communities of color. She has worked for international, national and regional companies and non-profits across diverse B2B and B2C industries. Her career spans the fields of marketing, brand development, communications/PR, community outreach and more. Pep is a recognized leader who executes strategic and creative results to drive engagement, thought-leadership and brand loyalty as well as profit and market share growth. Working in health care, architecture and design, public affairs and agencies among other industries for the last 30 years, she has mastered the integration of creative services with business goals.

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**Matt Davidson**  
Senior Vice President, Digital Marketing Group



Matt runs our Digital Marketing Group, increasing visibility and results for clients across a broad range of online marketing channels, including display advertising, email marketing and mobile ads. With spending on digital advertising rapidly growing, Matt develops effective digital marketing for a wide variety of clients and projects.

Prior to joining S360, Matt owned the online advertising agency, Sovo Media, where he managed digital advertising campaigns across dozens of industries. Matt has worked with hundreds of business owners to find ways to build awareness with potential customers. Matt also worked at Microsoft where he was part of the launch of the company’s search engine, [Bing.com](http://Bing.com), and experienced a major evolution in search engine marketing. Matt eventually expanded his role at Microsoft to work with advertisers interested in building exposure across all of Microsoft’s online properties, including Hotmail, MSN, and Xbox.

Matt is also an author who recently wrote a best-selling book on search engine marketing, “Step-By-Step SEO: The Complete Guide To Search Engine Success,” and is a frequent contributor to publications focused on digital advertising.

A native of Los Angeles, Matt happily traded the concrete jungle for the verdant northwest, where he enjoys spending time outdoors as much as possible. Matt, a newlywed who lives in Seattle, is also the only staff member with his own mini-putting green in the office.

Matt is a graduate of Woodbury University in California.

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## **Taylor Bickford**

Executive Vice President, Communications Strategy

Taylor advises clients across the S360 footprint on how to navigate the intersection of communications, business, and public policy. He oversees the S360 firm-wide communications team and works with clients ranging from tribal organizations and energy companies to top non-profits, health care organizations, and maritime companies.



Taylor's extensive knowledge of the communications landscape and expertise across public affairs disciplines has helped move countless client issues forward. He holds a B.A. in Political Science from West Virginia University and an M.S. in Crisis and Emergency Management from the University of Nevada, Las Vegas.

## **Alyson Marchi-Young**

Vice President, Communications

As Vice President of Communications, Alyson drives internal communications for S360 and supports client needs across the firm footprint. Experienced in policy, non-profit, and corporate communications strategies, Alyson wields her varied background to grow the impact and outreach of S360 clients across the West. She specializes in content development, creating compelling messages and human-centered stories to amplify client's outreach goals. Additionally, she is skilled in strategic communications planning, earned media support, social media planning, speech writing, event planning and brand communications. Alyson has a passion for DEI-conscious projects that amplify marginalized voices.



In her time with S360, Alyson has worked closely with education, environmental, social justice, housing, transportation and tech organizations. Notably, she has written work that has been featured in publications including The Hill, LA Times, CalMatters, SF Chronicle, The Portland Tribune, The Oregonian, Tacoma News Tribune, The Olympian and the Spokane Review. Her work has helped

pass statewide funding for early childhood education, youth criminal justice reform, and comprehensive affordable housing policies.

Alyson cut her teeth in policy communications as the Marketing and Communications Strategist for 1000 Friends of Oregon. Here her work supported the passage of the 2017 transportation package with robust funding for transit, pedestrian, e-vehicles, and bikes. She also delivered successful communications support and plans for pro-housing and affordable housing bills, and land use policies that protect farms and forests.

Previously, she served both the Oregon Museum of Science and Industry and Oregon Public Broadcasting as a corporate fundraiser. Alyson drove millions of dollars in investments to both organizations through innovative sponsorships, cross-promotional outreach programs, event strategies, and comprehensive media plans.

Alyson knows the West. A sixth-generation San Franciscan, Alyson moved to Portland as a child then attended the University of Puget Sound in Tacoma Washington. Alyson earned her degree at Southern Oregon University and lives in Portland with her husband, son, rescue dog and six chickens.

## **Nathan Wilson**

Vice President, Communications

As the Vice President of Communications, Nathan helps clients create a well-rounded media strategy. From crisis communications to learning how to successfully interact with the press, Nathan brings his award-winning insights to deliver creative solutions tailored to each client's needs.

With over a decade of experience in large-market television news, Nathan delivers inside knowledge on how to connect with reporters and assignment managers, achieve media mentions, and garner growth in reach, impressions, and engagement through earned media. Most recently Nathan held the roles of Assistant News Director at KOMO TV followed by Executive Producer of Investigations at KIRO TV in Seattle. In those roles, he managed large teams, long-term project planning, and political coverage.





A creative, decisive communications and media strategist, Nathan has won four Emmy Awards and a regional Edward R. Murrow Award for his work in Broadcast Journalism. Nathan’s experiences have honed his skills in creative strategy, team leadership, long-term planning, talent coaching, writing for broadcasting and web, operations management, digital& social media.

Nathan has called Seattle home for the past 12 years. He is dedicated to community engagement volunteering with Gay City, Lifelong and the Human Rights Campaign. A former professional dancer, Nathan still participates in the performing arts as a singer in the Seattle Men’s Chorus. He holds a Bachelor’s of Performing Arts from Oklahoma City University.